

City of Port Phillip Community Plan 2007-2017



Shape the future,
Take action
Work together.



The City of Port Phillip Council (2007)

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Terms of Reference for the Committee can be found at
www.portphillip.vic.gov.au/community_plan

City of Port Phillip staff assisting the Steering Committee:

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Port Phillip Speaks Community Summit – collaboration with AmericaSpeaks

Council hosted a Community Summit (April 2007) in association with AmericaSpeaks (Global Voices), a non-profit organisation working to improve participatory democratic decision making. AmericaSpeaks provided expert advice, mentoring, and innovative use of technology to provide an empowering and transparent process for participants.

AmericaSpeaks consultants: Joe Goldman and Janet Fiero

This document was written by Jennifer Stone, City of Port Phillip, November 2007.



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Introduction



This document is a planning and action framework designed to respond to community agreed priorities for the decade 2007 - 2017. The priorities and actions will help manage inevitable change while protecting what the community values most.

The priorities came out of the 'Port Phillip Speaks Community Summit' in April 2007 attended by 750 people who actively discussed a range of complex topics and explored different opinions.

The first half of this document explains why and how the Community Summit was held and how the priorities were determined. The second half sets out the Community Plan's response to the priorities voted for at the Community Summit.

This publication is a companion document to the Participant Discussion Guide produced for the Community Summit. The discussion guide can be downloaded at http://www.portphillip.vic.gov.au/community_plan.



Community Planning in Port Phillip

Community planning provides the processes to bring people together to produce a collective vision and priorities for action.

Council's role in community planning is to facilitate those processes, provide information, and design a framework to coordinate strategies and actions to support the community vision and priorities – i.e. make a community plan happen.

The Community Plan does not replace Council's normal strategic planning or the decision making role of democratically elected Councillors. However, the Community Plan does play a pivotal role in influencing Council's policy making, planning and allocation of resources.

The Community Plan brings together different political and organisational dimensions: individuals, groups and networks, Council policies and programs, other levels of government, locally based businesses, and community service organisations.

This is the second 10-year Community Plan for the City of Port Phillip. The 1997 – 2007 Community Plan played an important part in influencing what the Council did and how the Councillors sought to unify the amalgamated City of Port Phillip. Core objectives from

the Community Plan were incorporated into Council Plans and annual service plans and budgets. The first Community Plan greatly assisted Council understand what was important and of value to the Port Phillip community and significantly helped focus Council's efforts to align the work of Council with community objectives.

In 2003, Council undertook a mid-term review of the Community Plan to check how well Council was performing in relation to keeping faith with the vision and priorities documented in the plan. Overall the review found Council had performed relatively well in its efforts to achieve the goals set by the community back in 1997. In some areas more effort was required, particularly in relation to monitoring progress and reporting back to the community.

In October 2006, Council established a 'Community Plan Joint Council Community Steering Committee' to produce a community plan for the next decade. Volunteer nominee applications were invited and Council appointed five community representatives to the Steering Committee to work with two Councillors plus Council's Chief Executive Officer and two Executive Directors. The Steering Committee's role was to oversee a community engagement strategy, the design brief for a large scale participatory democracy event, and a conceptual framework for the 2007 – 2017 Community Plan.



Connecting with Comm to develop the 2007

A number of different community consultation techniques were used to inform the development of the 2007 – 2017 Community Plan.

- **Community Survey - 2006**

Council undertook a large scale survey of residents, ratepayers, businesses and visitors across the municipality resulting in responses from 2,200 people. Survey findings were weighted to adjust for differences in age groupings to match the demographic profile of the community. The most commonly expressed concerns from respondents were incorporated into the topics discussed at the Community Summit in 2007. A report on the findings of the survey can be found at www.portphillip.vic.gov.au/community_plan

- **Qualitative research - 2006**

Interviews with a random sample of 700 residents and interviews with staff from local service agencies identified a number of core issues. Themes from these interviews were incorporated into the Participant Discussion Guide developed for the Port Phillip Speaks Community Summit.

- **Port Phillip Speaks Community Summit – 28 April 2007**

Council hosted a large-scale Community Summit in association with AmericaSpeaks (Global Voices), a non-profit organisation working to improve democratic participatory decision making internationally.

The Community Summit was an opportunity to discuss and explore five complex topics previously identified as major issues in the 2006 Community Survey and in interviews and focus groups. The purpose of the Community Summit was to identify priorities for action for the 2007 - 2017 Community Plan.

The five broad topic areas were:

- Parking and moving around Port Phillip
- Building community
- Urban planning and development
- Entertainment precincts and residential amenity
- Public open spaces

unity opinion - 2017 Community Plan

The Participant Discussion Guide developed for the Community Summit included background information (local demographics, social trends, policy challenges) and analysis of issues with preliminary options for action. The Discussion Guide can be downloaded at www.portphillip.vic.gov.au/community_plan

Community Summit synopsis: 750 people (residents, people who work in Port Phillip, visitors and business owners) participated in small groups (with trained facilitators) to explore differences in opinion and areas of agreement. Responses from each small group were captured via a computer and transmitted to a central 'theme team' who collated responses to identify themes and collective priorities that were then voted for (or not) using individual keypad polling. During the later part of the Summit, participants were brought together in seven neighbourhood groupings to discuss local issues

- **Neighbourhood community meetings – May 2007**

Shortly after the Community Summit, a series of neighbourhood meetings (attended by 250 people) were held to explore ideas for local projects and action at a neighbourhood level. The neighbourhood groupings were: Port Melbourne, South Melbourne, Albert Park & Middle Park; St Kilda Road, St Kilda & West St Kilda, East St Kilda & Balaclava, and Elwood & Ripponlea.



A vision for the City of Port Phillip

At the Community Summit, the Vision Statement developed ten years previously for the first Port Phillip Community Plan (1997-2007) was reviewed. Participants embraced much of the earlier vision (e.g. diversity, equity, harmony, community participation and balancing development and environmental concerns) but expressed a preference for a less wordy version. Feedback also included interest in seeing a stronger focus on community participation and partnership with Council, and opportunities to influence all three tiers of government (Federal, State, and Local).

Note: Review of the Vision Statement also highlighted a desire for greater accountability measures to be included in the Community Plan (i.e. how to judge and monitor success of the plan). Accountability and performance measures have been integrated into the framework and action plans for the 2007 – 2017 Community Plan.

Vision Statement 2007 - 2017

The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to our desire to foster a sustainable and harmonious future.

We acknowledge there is a shared responsibility to ensure that everyone, regardless of age or cultural or socio-economic background, can access services that meet their needs and can participate in community life.

We want our Council to demonstrate leadership in community participation, strategic planning, advocacy to other levels of government and accountability to the community.

The Community Summit established strategic priorities for Council and for the community for the 10 year lifespan of the Community Plan.

Exploring ideas and differences of opinion was supported by providing participants with an issues based discussion guide prior to the Summit, a trained facilitator at each table and topic specific experts on hand to answer questions.

Climate change and environmental sustainability were included in the discussions and options across the five core topics.

Individual polling keypads and immediate display of results provided transparent and democratic decision making. Participants voted on priorities for the five discussion topics and then voted again to achieve an overall 'Top 10 Priorities' for action.

Note: The wording for each of the priority statements in this document is the same wording that was developed at the Community Summit.



Helpful Hint
Garden

CHOP Michael CHOP
WATER IS GOLD
AS of 11/1/07
STAGE-3
WATERING
SATURDAY and TUESDAY
6:00 to 8:00 a.m. 8:00 to 10:00 p.m.
WATERING COMMITTEE

Setting Priorities at the Cor

FIVE CORE TOPICS AND PRIORITIES FOR ACTION

1. Parking – managing competing needs

Parking was highlighted in the 2006 Community Survey and at the Community Summit as one of the most disliked aspects of living in the City of Port Phillip. It is clear that managing the competing needs of residents, businesses and visitors remains a major challenge.

The Community Summit identified affordable, accessible and reliable public transport as the best solution to parking issues – a solution seen as healthier for the community and the planet. However, alongside improving public transport, the Summit wanted to see all new developments be self-sufficient in provision of parking. The Summit also called for better walking and bike paths, stronger safety measures, including reduction of speed limits and limiting car access in some streets. Other ideas included promoting shared vehicle (car and scooter) access and rewarding non-car owners.

While tougher parking strategies are required, better public transport is the real long-term solution.

Parking - Top 3 priorities for action:

1. Transforming public transport planning, capacity, reliability and incentives for use.
2. Improve walking paths and bike lanes and develop incentives for non-car transport through car free streets, reducing speed limits,

enhancing provision for bikes, pedestrians, community bus services and shuttles, improving safety and enforcement.

3. Require all new developments to be self-sufficient in parking and invest in non-car transport options (e.g. bike racks).

2. Building our community – connecting people

The Community Summit acknowledged Port Phillip's complex character as a city but also expressed the need to celebrate and acknowledge the smaller communities that contribute to the City's character. These include neighbourhoods, defined by a sense of place and communities formed by common bonds, be they cultural, sporting, age or lifestyle. Web based 'virtual' communities were also noted as providing ways of connecting.

The Summit acknowledged a shared responsibility for both Council and the community to find ways for the physical environment to foster community building by reclaiming shared local spaces, making them safer and more accessible, attractive and user-friendly.

Bringing people together to break down isolation through shared interests and projects was identified as critical to building community, particularly through neighbourhood activities – street parties, arts activities or “green projects” to conserve water or create shared gardens.

Community Summit

In the context of acknowledging the increasing affluence of Port Phillip, the Summit endorsed the need to continue to support more vulnerable members of the community. The importance of investing in affordable housing, child care, aged care and other support services was acknowledged as central to supporting social diversity for an inclusive community.

Taking action and working together develops strong communities

Building community - Top 3 priorities for action:

1. Make the physical environment support community – e.g. street parties, better lighting, use of public gardens, better spaces for pedestrians.
2. Continue to support the disadvantaged, disabled and low-income to remain in the city and support affordable housing even as the city grows more affluent.
3. Help people in our community share their talents, resources and assets – with initiatives like a skills database, ‘willing volunteer’ register and innovative uses of community facilities. Match these assets with community needs.

3. Urban planning and development

The Community Summit expressed support for mandatory state government controls to strengthen sustainable design and planning

frameworks to reduce greenhouse gas emissions and water consumption. The Summit wanted to see more active community participation in the development of local planning schemes to achieve a better balance between the need to accommodate increasing residential density and visitor numbers with the need for quality urban design, sustainable development, and community amenity.

The community wants Council to advocate and stand up for sustainable development practices.

The Summit encouraged Council to work collaboratively with relevant authorities and private developers to achieve sustainable management of open space, waterways, the foreshore, parkland and public facilities.

Urban planning and development - Top 3 priorities for action:

1. Encourage environmentally sustainable design, while advocating for mandatory state government controls to reduce greenhouse gas emissions and water consumption.
2. Develop a sustainable bay side city planning scheme as a model to other councils. Highlight environmental sustainability, economic development, quality urban design and social and community amenity.
3. Council to work with relevant authorities to support the active management of waterways, foreshores, parkland and public amenities, to protect impact of community on urban waterways, foreshore and Port Phillip Bay.

4. Entertainment and residential amenity – managing the price of popularity

The Community Summit confirmed people love living and working in Port Phillip – the bay and beaches, parks and gardens, local shopping strips and the variety of sporting, cultural and entertainment options. However, larger scale festivals and events and late night venues get a mixed and often conflicting reaction from residents and businesses.

Let's share the benefits of living in Port Phillip with visitors, but not at the cost of undermining a local sense of place and belonging

The Summit strongly endorsed improvement of event management to minimise negative impacts on residents and the environment. Enforcement of permit conditions of licensed premises was considered a high priority in establishing a more harmonious co-existence between residents and visitors.

A desire to see safer and smaller-scale cultural, sporting and social events with appeal to a wider cross-section of the community was also expressed.

Entertainment and residential amenity – Top 3 priorities:

1. Improve event management to reduce environmental impact and better manage the effect on the community.
2. Develop safe and affordable cultural events and entertainment opportunities, involving people across age and interest groups, providing alternatives to licensed venues.
3. More rigorous enforcement of permit conditions on restaurants, bars and clubs

5. Public open spaces – looking after streets and parks

Preservation of open spaces such as parks, gardens and playing fields is no longer taken for granted. The Community Summit confirmed that climate change has changed the way we think about water and that the community expects wise environment management policies and strategies to save and recycle water. Alongside this mandate for wise water management, the appearance and upkeep of parks and gardens was raised as a matter needing to be attended to.

Litter and the dumping of hard rubbish were highlighted as concerns, with support expressed for strategies to reduce litter and rubbish and an expectation that Council will be more accountable for performance in litter collection and the appearance of streets and other public areas.

Many residents view large scale events such as the St Kilda Festival and the State Government controlled Grand Prix as producing more negative than positive impacts – e.g. restricted access to community facilities, disruption to movement, environmental impacts, noise, litter, and cost.

Preservation of our parks for community enjoyment in the face of drought, dumping and visitor demand is vital and needs strong Council leadership

Public open spaces – Top 3 priorities:

1. Manage water use and re-use, planting and park usage for prolonged drought.
2. Reduce impact of major events (e.g. Grand Prix) on parks.
3. Create more open space (e.g. purchase with developer contributions).

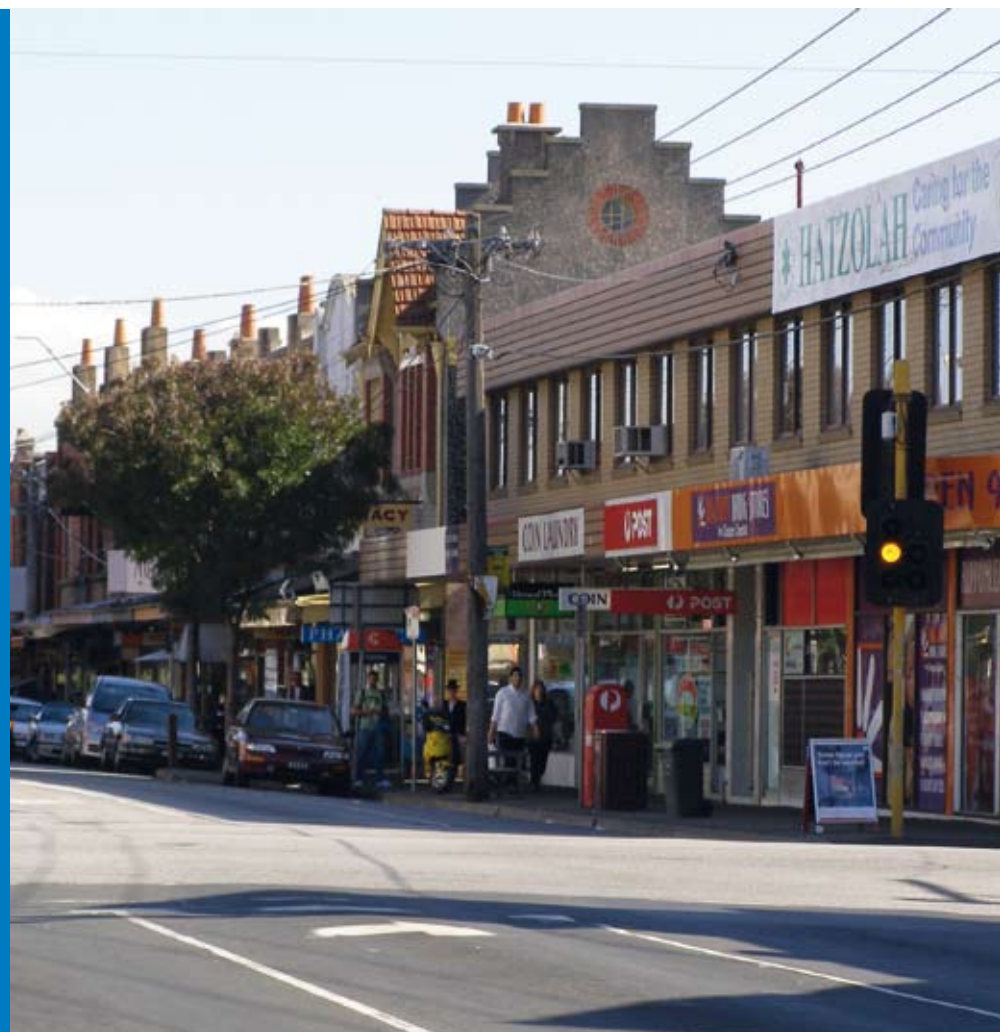


Top 10 Priorities

When voting was completed for priorities in each of the five discussion topics, participants voted again to achieve an overall 'Top 10 Priorities'.

The listing order shown in this table has been weighted for age after the Summit and the unweighted voting order at the Summit is shown by the numbers in brackets.

- 1** (1) Transforming public transport planning, capacity, reliability & incentives for use
- 2** (2) Manage water use and re-use, planting and park usage for prolonged drought
- 3** (4) Continue to support the disadvantaged, disabled and low-income to remain in the city and support affordable housing, even as the city grows more affluent
- 4** (3) Encourage environmentally sustainable design, while advocating for mandatory state government controls to reduce greenhouse emissions and water consumption
- 5** (5) Develop a sustainable bay side city planning scheme as a model to other councils. Highlight environmental sustainability, economic development, quality urban design and social and community amenity
- 6** (7) Make the physical environment support community - "claim our streets", e.g. street parties, better lighting (to improve safety at night), spaces for young people, extend community bus, use public gardens, better public transport, better spaces for pedestrians
- 7** (6) Require new developments to be self-sufficient in parking and invest in non-car transport options, e.g. bike racks, public transport
- 8** (8) Improve event management to reduce environmental impact and better manage the effect on the community
- 9** (9) Develop safe and affordable cultural events and entertainment opportunities, involving people across age and interest groups providing alternatives to licensed venues
- 10** (10) Reduce impact of major events (e.g. Grand Prix) on parks



Note: Younger people were under-represented at the Summit. To balance this, Council commissioned an independent post-summit quantitative analysis that weighted for age to match the city's demographics. This analysis confirmed support for the overall 'Top 10 Priorities' as voted for at the Summit. The analysis resulted in only minor changes to the ranking of the 'Top 10 Priorities' - demonstrating significant support across age groupings.



Key Contributions to Shaping the Community Plan

The organising structure for the 2007 – 2017 Community Plan provides an action implementation strategy as well as having an adaptive framework to respond to emerging issues and changing circumstances over a 10-year timeframe

The key contributions influencing the concepts and organising structure of the Community Plan are:

- **Community priorities for action**

Feedback and ideas from a number of community consultation processes fed into the Community Summit (April 2007) including community surveys and qualitative research. These were captured in the participant discussion guide and the participatory design of the Community Summit. Priorities determined at the Summit provide the framework for the action plans in the Community Plan.

- **Council's response to the community priorities**

Council's response to the priorities developed at the Community Summit is a major component of the Community Plan. This response is based on clear responsibilities, timeframes and performance measures.

- **Community actions independent of Council**

The Community Summit included an opportunity for participants to talk about neighbourhoods and ideas for local action and shared interests. Seven neighbourhood meetings were held as a follow-up to the Summit to further explore ideas for action. The capacity for people in neighbourhood groups to work together collaboratively and for community 'leaders' to play a significant role in civic life is a key component of the Community Plan.

- **Partnerships with other organisations and governments**

Responding effectively to community priorities requires partnerships with other organisations and other levels of government. The Community Plan embraces the concept of collaborative partnerships across various sectors, organisations, governments, and interest groups. The Community Plan also acknowledges the need for advocacy regarding the community's priorities and vision for the future.

- **10 year timeframe**

Whilst the priorities for action are firmly established, the appropriateness and effectiveness of planned strategies need to be continually assessed over the lifespan of the Community Plan and changed if necessary.

Taking action to shape the future

4 PARTS TO MAKE IT HAPPEN

How can individuals, community organisations and Council work together to achieve city-wide priorities, strengthen social connectedness and the amenity of local neighbourhoods? How can everyone be clear about what needs to be done, by whom and by when? How do we know what resources are needed to make things happen? How can we encourage people to participate and give to their community? How can the community monitor commitments made by Council and others?

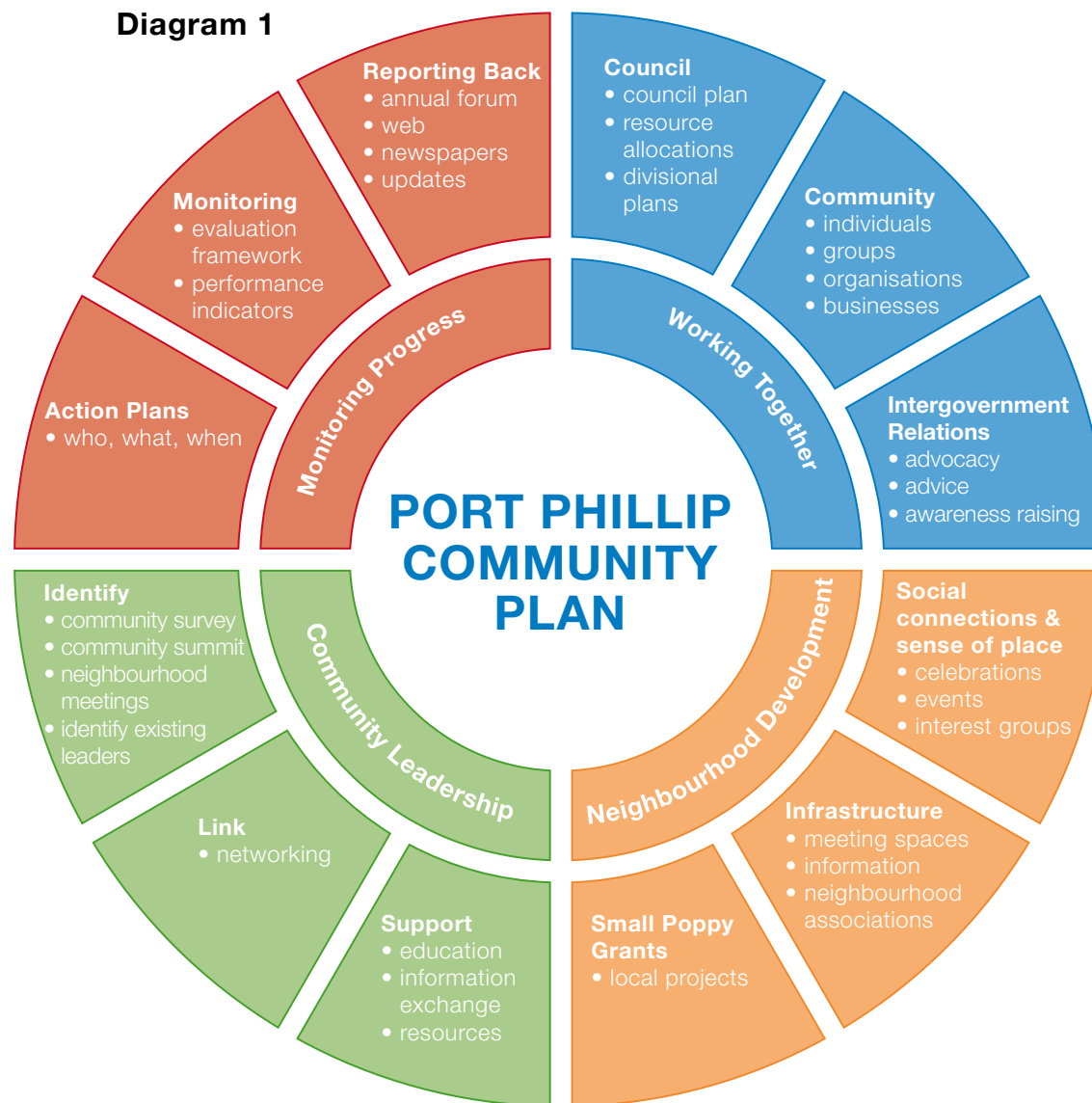
The remaining sections of this document describe the Community Plan's four separate but connected components (see Diagram 1) that respond to these questions and to the aspirations expressed in the Vision Statement 2007 – 2017 and in the priorities identified at the Community Summit.

The four parts of the 2007 – 2017 Community Plan are:

- **Working Together**
- **Neighbourhood Development**
- **Community Leadership**
- **Monitoring Progress**



Diagram 1



Note: The four separate components of the 2007 – 2017 Community Plan each have their own specific detailed action plan that documents deliverables and monitors outcomes. Consistent with the need for annual review and amendment, the four separate Action Plans are produced as loose leaf Appendices to this document.

Component One – Working Together To Take Action

The Working Together Action Plan (Appendix 1 – refer to loose leaf document) is the core component of the Community Plan and addresses each of the fifteen community priorities (i.e. the three highest ranked priorities in each of the five topics discussed at the Summit).

The Working Together Action Plan provides a comprehensive framework setting out what overall success would look like for each of the priorities, and what needs to be done to address them. This component makes it clear what Council will be held accountable for as well as laying the foundations for what other organisations, networks and individuals might do to respond to the community's priorities. This plan considers collaborative partnerships and who can achieve what, and the resources needed to produce positive outcomes. Indicative timelines are included to guide expectations and encourage mutual accountability by those with a role to play.

The Working Together Action Plan systematically works through each of the fifteen priorities to identify each strategic objective, and the strategies, roles and responsibilities for taking action. The framework for implementing this approach is based on documenting answers to the list of questions shown in the table below.

What would success look like?	How will we get there?	What will we do?	What do we need?	When will we do it?	How will we monitor progress?
The longer term desired outcome for each priority statement	What sorts of strategies are needed	The specifics of who will do what	Resources, partnerships, or information	Indicative time frame	Reporting back on actions taken

Note: The time frame for implementing actions varies and some priorities will require several years and the involvement of multiple organisations and community groups. The fourth component of the Community Plan addresses in detail how success is to be evaluated and monitored.

Component Two – Neighbourhood Development

The Community Summit emphasised the importance of local connections and of having a sense of local place in neighbourhoods. The community gave strong feedback about wanting to be more involved and gain a sense of what is happening in their neighbourhoods. Residents also want neighbourhoods where connections can grow and improvements can be achieved.

The Neighbourhood Development Action Plan (Appendix 2 – refer to loose-leaf document) encourages local action to improve neighbourhoods and form collaborative networks. A review of international practice suggests an effective way to do this is through a neighbourhood grants scheme that matches a specified community contribution (volunteer labour, donated materials or professional services, etc) with a monetary grant from Council to support projects of shared benefit.

In schemes such as this, small grants 'kick start' community projects that meet criteria that address civic benefit and bringing people together. The central idea behind this is that both the process and the outcome are equally important to the success of a project. The physical and/or practical outcomes must improve neighbourhood or

community amenity but the processes of the project are central – i.e. the neighbourhood engagement, social relationships, collaborative effort, skills development, community capacity building and participation in decision making are all vital elements.

In response to the Community Summit, Council committed funding to establish a 'Small Poppy Grants Program' to foster neighbourhood improvements and a shared sense of place with strengthened social relationships. The Neighbourhood Development Action Plan (Appendix 2) sets out eligibility criteria, grant size, grant categories, and application forms and processes. Simple administrative procedures aim to make applying relatively easy and funding is intended for those without access to other sources of funding. Groups not eligible to apply include for-profit ventures, government agencies, funded agencies; universities; hospitals, health services, community service organisations, newspapers, and non-local groups. The major focus of these grants is on people in neighbourhood groupings sharing their capacity to make a positive improvement.

Small Poppy projects will target activities that establish or strengthen Neighbourhood Associations, or that improve the physical amenity of a place, or that achieve a reduction in carbon emissions or address other environmental sustainability issues.

Component Three – Community Leadership

The Community Summit acknowledged the important contribution made by 'active citizens' and social networks in improving community life in Port Phillip. Individuals with a capacity to make a positive contribution demonstrate important social values that help people both work together to make a difference and gain a deeper understanding of a community's strengths and challenges.

In December 2006, Council endorsed six principles to guide support for community leadership:

1 Community leadership may take many forms

The word 'leadership' means many things to many people, and the act of being a leader can take many forms.

2 Community leadership is everyone's business

Council and community need to work ever closer in partnership and deal with future challenges together. Everyone should have an opportunity to learn about and practice community leadership if they have a reason to.

3 The Council's role is to nurture and let community leadership happen

Council is in a position to help optimise the conditions for individuals and groups in the community to be able to take collaborative action around local projects, issues and community building opportunities.

4 There are prerequisite conditions for community leadership to grow

Council acknowledges there are prerequisites for community leadership to grow, and that the council has a responsibility to explore what it can do make them available.

5 Community planning and community leadership are linked

Community planning is fertile ground for growing community leadership.

6 The Council organisation, services and employees are a part of the journey

The way the Council organisation structures itself and its services, and the skills and culture of the work force, are part of growing community leadership.

Policy and decision making is invariably complex and multi-layered and is about understanding competing interests, vested interests, politics, equity and social justice, as well as juggling availability of resources. Community capacity to make a difference is helped by having more people participate in decision making processes, and who learn about how government works - local, state, and federal.

In this context, community leadership embraces the concept of 'active citizenship' as fundamental to working through community issues and taking action for positive change.

Building community requires more than acknowledging that people share a local government boundary. Finding common perspectives can hold a community together when policy ideas are contested or social conditions cause problems for some. This component of the Community Plan seeks to connect people with vision, capacity, strong personal values, interest in making a difference and a willingness to

give something back to their community – i.e. people with a capacity to make things happen. Council and other community organisations have a role to play in providing opportunities and support for people willing to 'step up' and make a contribution.

The Community Leadership Action Plan (Appendix 3 – refer to loose leaf document) seeks to acknowledge, support and increase the number of people active in the community contributing voluntary 'leadership' efforts. The Action Plan focuses on identifying, connecting, and supporting people with capacity and interest in contributing to the community.

The Community Leadership component has a focus on providing a range of opportunities that increase knowledge and understanding of events and issues having an impact on local and global communities. Programs will promote learning opportunities relevant to active citizenship, participatory democracy, and community leadership, including:

Supporting community leadership

1. Identifying

Finding 'active citizens' with an interest in learning more about themselves, the world and what it means to take action on a local level, keen to tackle social concerns, and interested in becoming part of a network in their local community.

2. Connecting

People can feel isolated in their area of interest and they gain confidence and courage when they connect with others who share similar aspirations or interests. People are often too busy to develop the connections that can help them achieve their objectives.

3. Supporting

Ideas, methods, mentors, processes, information, technology, equipment – and knowing which particular techniques and processes work well in what circumstances. Council's role is to provide support and learning opportunities in methods, processes, information, technology, etc.



- social and environmental issues;
- greater skills and confidence in working collaboratively;
- social networking and building relationships;
- personal values and purpose;
- deliberative dialogue and other participatory decision making techniques;
- the role of local government and that of other levels of government;
- skills to facilitate the contributions of others; and
- community inclusiveness, social diversity, and competing interests.

Component Four – Monitoring Progress

The monitoring framework for the Community Plan is primarily concerned with two issues: accountability and level of impact (i.e. did people and organisations do what they said they would do, and what changes resulted from the actions taken?). The Monitoring Progress Action Plan (Appendix 4 – refer to loose leaf document) sets out how progress and outcomes for the fifteen community priorities will be assessed.

The Monitoring Progress Action Plan will:

- provide an accountability framework using indicators that mean something to the community and other interested parties;
- show changes to individuals, changes to groups of people, changes to the Council organisation, and changes to other organisations;
- highlight good process and practice worth replicating;
- assess success (or failure) and provide evidence of impacts;
- provide analysis of strengths and weaknesses to inform future planning and policy development;
- integrate a mix of qualitative and quantitative indicators using relatively simple data collection methods;
- publicise achievements;
- contribute to the development of community planning, community governance, and participatory community leadership;
- contribute to staff development in Council and in other organisations (feedback on performance, challenge assumptions, help staff see their work in a wider context).



Two sets of different level performance indicators are used. One set relates to key performance indicators for assessing ‘bigger picture’ and longer term outcomes of what success would look like for each of the priorities. The other set of indicators is to measure more immediate outcomes (i.e. was the action taken when it was promised and how many people were involved?).

Different types of indicators are needed for the different types of changes that may happen – e.g. improved service delivery, increased information and understanding, increased level of trust, increased level of community ownership of the Community Plan, increased capacity to make things happen, changes in values, new relationships between organisations and individuals, increased transparency in decision making, and increased opportunities for community participation. The range of indicators will show changes in services, opportunities to volunteer, improved relationships between Council, the community and businesses; increased levels of local pride, sense of safety and belonging; increased skills in leadership and community processes; improved communications; partnerships between business and charitable, community bodies; and more inclusive and informed participation in local decision making.

Data to measure the indicators is drawn from a variety of sources - Council data, including the Community Pulse , State Government data including Community Indicators and data from the Australian Bureau of Statistics.

The Monitoring Progress Action Plan assesses progress and effectiveness of actions for each of the community’s fifteen priorities by tracking data on indicators using the format shown in the table below.

Note: Indicators reviewed for reliability and appropriateness after the first year.

How is progress reported back to the community?

Implementation and monitoring of the Community Plan is reported back to the community through the following.

- email newsletters;
- updates placed in local newspapers;
- regular postings on Council’s website;
- updates available on request;
- community representatives on working group; and
- annual community forum for all parties to account for actions and outcomes

WHAT WOULD SUCCESS LOOK LIKE?	WHAT INDICATORS WOULD SHOW SUCCESS?	WHAT INDICATORS WILL MEASURE PROGRESS?
A description of the longer term desired outcome for each priority statement.	Higher level indicators that demonstrate a level of the desired outcome is achieved.	Indicators showing action is implemented and more immediate outcomes,



Acknowledgements

The significant contribution of time and skills given by volunteers and Council staff in supporting running the Community Summit is appreciatively acknowledged. It was a huge event to coordinate - a team of over one hundred and fifty people on the day to do the set up, manage technology, support discussions and voting processes, and ensure participants had refreshments and were comfortable.

Volunteer 'Theme Team' members at the Community Summit:

Ruth Boydel, Sally Davison, Greg Day, Deb Ganderton, Christine Haag, Michael Henry, Liz Johnstone, Anita Lange, John Pratt, Jo Smale, John Spierings, Liana Thompson, David Yeouart

Volunteer table facilitators at the Community Summit:

Debbie Baker, Vaughn Barker, Annie Bolitho, Roberta Bonnin, Lyn Carson, Barbara Chappell, Jacob Clancy, Claire Coburn, Sophie Constance, Di Cox, Karen Delvin, John Dengate, Deirdrie Downie, Max Edwards, Russell Fisher, Natalie Gnanakone, Anna Gora, Carol Gordon, Mary Gray, Selina Handley, Patience Harrington, Phillip Hart, Janette Hartz-Karp, Martin Hawson, Tanja Heil, Frances Hoban, Joy Humphries, Nicole Hunter, Elizabeth Hurst, Glenda Hutchinson, Sandy Joffe, Lisa Keedle, Kim Kelly, Karan Kent, Jane Kutchins, Crystal Legacy, Ron Lubensky, Frankie MacLennon, Robin Macpherson, Bridget Malcolm, Amanda Martin, Robin Matthews, Nikki McCoy, Stephen McGrail, Catherine McGrath, Mike McIntosh, Anna Moo, Ben Morris, Kim Muhlen, Stella Mulder, Gerry Pierce, Anna Poulos, Lois Pratt, Mandy Press, Leisa Prowse, Mari Q, Sebastien Salicru, Maria Sanciolo-Bell, Chris Smith, Peter Streker, Colleen Strotten, Sina Summers, Agnieszka Swiatlowska, Katherine Teh White, Suzanne Thomas, Paula Thompson, Denis Threlfall, Roger Tweedy, Vivien Twyford, Rachel Weaver, Kimbra White, Elaine Wilkinson, Maxine Wren.

Staff assisting at the Community Summit:

Michelle Alchin, Kelly Armstrong, Wendy Atkinson, David Bathe, Jane Birmingham, Rick Bottergerli, Lexi Bown, Glenys Brown, Damien Burgess, Peter Burkett, Jim Burns, Sally Calder, Gabi Cali, Carina Calleya, Murray Chick, David Coleman, Sue Colley, Adele Denison, Kathy Dillon, John Enterkin, Dave Filmalter, Alison Fitzgerald, Sheena Frost, Jyoti Ghosh, Jayson Goodal, Kerrie Gray, Dave Harper, Belinda Hayes, Cathy Henderson, Ian Hicks, Ben Howden, Kristen Hughes, Anette Johansen, Emma Jowett, Leo Kelly, Ed Kennedy, Noel Kiernan, Verne Krastins, Lee Lau, Ellen Lee, Kelly Marshal, Carol Mayell, Bruce McKeon, Liz Milsom, Marg Moore, Helene Murray, Ray Nott, Mark Oliver, Mari Opt Hoog, Geoff Oulton, Teresa Parsons, Deirdre Pellizer, Julie Perez, Lalitha Ramachandran, Rob Reid, Danielle Rose, Mary Ryan, Carmel Shute, Paul Smith, David Spokes, Jennifer Stone, Robyn Stratham, Gavin Taylor, Amie Turner, Sandra Wade, Ray Walten, Karen Watson, Greg Wood, Iwona Wotjasik.

Our technical experts at the Community Summit:

Mike Smith – CoVision (USA)
Christian Saucedo – CoVision (USA)
Kane Hibberd – CoVision (USA)
Todd Erickson – CoVision (USA)
Matt Cox – Microhire (Aus)
Gary Ashmore – Microhire (Aus)

Comedic relief

Mon's Comedy Cooker - Monica Dullard

DVD production

Phillip Donnellon Films

Photographic display at the Community Summit

Jenny Robinson



Albert Park
St Kilda Road
Middle Park
Balaclava
East St Kilda
Elwood
Port Melbourne
Garden City
St Kilda
Beacon Cove
Ripponlea
South Melbourne
West St Kilda
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