



Council Strategy

COMMUNITY DEVELOPMENT STRATEGY

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Revision 2

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Executive Summary

The City of Albany as a whole is a 'community development organisation' as its primary functions are leadership, governance and managing and offering services, infrastructure, and facilities for the community. While recognising the contribution of other sections this strategy relates primarily to the direction and operation of the City of Albany community development department. This mission statement of this department is:

“To develop the Albany Community as a whole by assisting community groups and individuals to reach and sustain their capacity”

The community development team will operate under the 'Self Driven Model' of community development. Implementation of this model will include conducting several common activities such as:

- offering facilitation for groups at key decision making points;
- acting in an advocacy capacity;
- implementing programs/ initiatives;
- maintaining and developing relevant knowledge; and
- providing specific relevant internal and external consultation.

In addition this strategy outlines actions within the key focus areas of Seniors, Youth, Disability, Indigenous, Community Financial Assistance, Volunteering and Rural Communities.

It is recognised that community development is a process involving constant change, influenced by many external and internal, positive and negative influences.

At any point in time it is likely that the number of potential community development initiatives, activities and requests will exceed the human and financial resources available. In order to maximise the community development effect, new and existing initiatives will continuously be evaluated and a process of prioritisation undertaken based on a number of factors listed within the 'implementation and prioritisation' section of the strategy.

Finally the strategy details the quantitative and qualitative methods to be used to evaluate the effectiveness of its implementation.

Strategic Context

This City's first community development strategy was developed in 2005 on the basis of information and feedback provided by the elected members of Albany City Council through their responses to a Community Development Survey Questionnaire and Service Matrix. The strategy was reviewed in February 2007 and was again revised in April 2008 by the City's Economic and Community Development Strategy and Policy Committee.

While this document is framed within the strategic context of the "City of Albany 3D Corporate Plan 2004-2007" it is recognised that at the time of the last review a new corporate strategy is in the process of being completed.

Strategic Focus Areas

Community development strategies/actions common to seniors, youth and general community sectors.

The mission of the community development department is:

“To develop the Albany Community as a whole by assisting community groups and individuals to reach and sustain their capacity”

For the purpose of this definition capacity is defined as most efficient level of activity and output while maintaining internal cohesion and human and physical and financial resources.

To achieve this, the ‘Self Driven Model’ of community development is utilized to assist and support Albany residents as they investigate and develop an awareness of issues, make collective decisions and take action to develop their community.

Seniors (Persons Aged 55 Years or Older)

The City of Albany has one of the highest percentages of seniors population in Australia, at around 25%, compared to the current State and National averages of 17% and 18% respectively. The Albany proportion is expected to increase to around 30% by the year 2015 as the ‘Baby Boomers’ move into this demographic. Seniors are living longer, staying active longer, participating more in community and becoming more vocal in relation to their needs and aspirations. Seniors can however be at risk of reduced physical activity, reduced mobility, social isolation and other issues. There is a strong need for consultation, programs and infrastructure, provided by council, to service Albany’s ‘Senior’s’ population.

Youth and Young People (up to 25 years)

Youth and young people are a unique yet diverse demographic who need to be included in the decisions that affect their lives. This represents a strong need for consultation, programs and infrastructure provided by the City of Albany to service Albany’s youth and young people population.

Disability

A disability can result in a person having a substantially reduced capacity for communication, social interaction, learning or mobility and a need for continuing support services in daily life. A core aim of the City of Albany is to ensure that all public services, facilities and information are available to all community members, including those who have a disability, so that they have the opportunity and choice to participate in all aspects of community life.

While referred to as an important area in the Community Development Strategy, key actions are contained in a separate strategy – ‘Access and Inclusion Strategy for People with Disabilities’ document NS073133.

Indigenous

Noongar people of the Meananger (or Mineng) group are the traditional owners Albany and have occupied this area for at least 18,000 years. Indigenous people represent 3 per cent of Albany's population. Recognising the need to enhance the social and economic circumstances of its indigenous community, council has identified Aboriginal issues as a key priority area. As such there are two relevant strategies containing key actions for this area:

'Aboriginal Accord': document NS06648

'Aboriginal Accord - Action Plan': document NS06649

Other Priority Areas

Community Financial Assistance Program

The City of Albany has an estimated over 200 community organisations, clubs and associations. It is recognised that they provide valuable services to the Albany community, which would be beyond the capability of the City of Albany to provide without them. The City of Albany makes provision within its budget for the Community Financial Assistance Grants Program, designed to assist community organisations, clubs and associations to develop and maintain facilities, to carry out their activities and to operate effectively. The program is designed to build the capacity of the community to meet its own needs and aspirations.

Volunteering

The estimated 7000+ local volunteers are the lifeblood of the Albany community, contributing countless hours of unpaid work in a wide range of agencies and organisations. Over 200 Albany community organisations, staffed by volunteers, manage or operate community facilities or are established to promote specific interests. Finding, recruiting, training and retaining volunteers is a major challenge for the many organisations that require the services of volunteers.

In 2003 with the assistance of a State Government Grant, the City of Albany established a Volunteer Resource Centre to coordinate and improve the management of volunteers throughout the community. The Albany regional Volunteer Centre is now an incorporated entity and the City of Albany retains representation on its board of management.

Rural Communities

Albany is unique in that it has a blend of rural and city lifestyles. The recent centralisation of services to Albany town site and increasing mobility of Australians is impacting on the sense of community in the smaller outlying rural communities. There is a need for consultation, support and programs to assist with revitalising smaller communities in the City of Albany boundaries.

Key Action Plan Outline

Community development strategies/actions common to seniors, youth and general community sectors

Core Services

Offer a facilitation service that at key decision making points: <ul style="list-style-type: none">Assists groups identify their current situation and realistic future goals.Identifies strategies and actions to achieve these goals through providing ideas, examples of resources, strategic problem solving and direction to funding opportunities	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Advocate on behalf of community, specifically in the Areas of Senior and Youth by: <ul style="list-style-type: none">Acting as executive officer on the City's Youth Advisory Council and Seniors Advisory CommitteeAssisting the Youth Advisory Council and Seniors Advisory Committee to be proactive on key issues of their communitiesServing on boards/ committees whose aims are highly congruent with those identified in this strategy	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Implement / Initiate community projects, programs and events relevant to the strategy	
Timeframe	Ongoing
Resources	Project budgets identified annually, external grants
Officer	Community Development team

Maintain a high level of knowledge in relation to the needs, aspirations and potential of the Albany Community and the proven and/ or innovative ways these needs can be met by: <ul style="list-style-type: none">Fostering and maintaining lines of communication with community members in relation to their needs and desiresResearching trends and best practice and conduct ongoing professional developmentTaking community members and councillors to conferences where possibleMaintaining and utilising relevant data bases	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Provide considered advice and information relevant to key focus areas, to assist external and internal stakeholders with the achievement of goals congruent with this strategy	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Supporting Actions

Wherever possible directly implement or involve a training component to value add to community development activities and initiatives by developing the capacity of individuals and organisations

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Maintain an awareness of cultural sensitivity and the overall inclusiveness of the Albany Community while designing and implementing community development projects and initiatives.

Timeframe	Ongoing
Resources	Existing allocation. Partnerships with agencies such as the Albany Migrant Resource Centre
Officer	Community Development team

To manage partnerships with external and internal agencies by adopting the 'lead agency model'.

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development team

Inform councillors in relation to key community development team initiatives, emerging trends, training opportunities and community feedback through the production of a quarterly newsletter for councillors.

Timeframe	Ongoing
Resources	Existing allocation.
Officer	Community Development team

Seniors specific actions (Persons Aged 55 Years or Older)

To promote seniors as valued members of the Albany community by:

- Promoting a positive image of seniors through all media and City of Albany publications.
- Developing and supporting initiatives and programmes which positively promote seniors
- Encouraging the nomination of seniors for recognition of their achievements (Sport, citizenship, academic, etc)
- Encouraging and developing links between seniors and other sectors of the community, including intergenerational programmes to reduce ageist stereotypes.

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

To enhance seniors quality of life through accessible healthy lifestyle choices by:

- Supporting City of Albany built environments that encourage physical activity in everyday life
- Identifying participation barriers (including cost) in City of Albany facilities and assist with improving senior's access and participation to healthy lifestyle activities.
- Supporting community groups to deliver senior's health and wellbeing programs
- Developing & maintaining links with health and wellbeing agencies.
- Initiating seniors health and wellbeing projects

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Develop and support positive (inclusive and diverse) lifestyles and relationships by:

- Building community networks between seniors and other sectors of the community, including intergenerational links.
- Improving information and referrals on activities and services between organisations that positively promote seniors.
- Supporting community groups to deliver a range of healthy activities (lifelong learning, sports, environment, family and health) for seniors
- Actively promoting the importance of seniors in our community
- Facilitating the involvement of seniors in volunteering

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

A lively and visible arts community that values senior's creative participation and interest in the arts by:

- Establishing partnerships with the arts community to increase our capacity and ability to cater for the senior's community.
- Assisting with the development of seniors arts projects and involving seniors in arts projects

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Develop a diverse mix of skilled and informed seniors community that can independently support their lifestyle options and choices by:

- Supporting computer and technology training
- Supporting and finding opportunities for programs and partnerships that develop older peoples skills in financial security, income generation and financial management.
- Promoting existing employment, education and training opportunities for seniors in Albany.

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Act in an advocacy capacity for a well-planned built environment that positively impacts on the independence, mobility and quality of life in old age.

Pedestrian

- Improve and maintain accessibility in relation to the footpaths, pedestrian crossings and trail networks

Mobility

- Explore alternative transport modes
- Encourage volunteer transport schemes
- Encourage local business to sponsor community shuttle services

Recreation Facilities, Parks and Trails

- Upgrade current parks and recreation facilities to be age friendly
- Develop support facilities along trails and footpaths to enhance accessibility
- Ensure that older people have access to recreation and fitness centres
- Support programs that encourage older people to use parks and recreation facilities.

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Seniors

Youth and Young People specific actions

To promote youth as valued members of the Albany community by:

- Promoting a positive image of youth through all media and City of Albany publications.
- Developing and supporting initiatives and programmes which positively promote youth
- Encouraging the nomination of young people for recognition of their achievements (Sport, citizenship, academic, etc)
- Encouraging and developing links between youth and other sectors of the community, including intergenerational programmes to reduce ageist stereotypes.

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To encourage youth engagement in physical activity, recreation and sport by:

- Promoting physical recreational opportunities to the youth community.
- Educating and developing strategies and programs that reduce vandalism to COA recreation facilities.
- Initiating programs to decrease injury and encourage use of safety equipment when participating in sport and recreation
- Consulting youth in City of Albany recreation and parks facility planning and design.
- Encouraging youth to be active & live healthy lifestyles

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To increase drug & alcohol impact awareness by:	
<ul style="list-style-type: none"> Promoting positive drug and alcohol free images of youth through all media and City of Albany publications. Developing and supporting drug and alcohol free initiatives and programmes which reduce drug and alcohol related harm Encouraging active & healthy lifestyles for young people Working with other youth agencies to inform youth of the dangers of drugs & alcohol. 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To facilitate Youth engagement in culture and arts by:	
<ul style="list-style-type: none"> Encouraging youth involvement in current and future culture and arts programs run at the VAC and youth venue Supporting, developing and delivering youth art and culture opportunities 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

Successful futures and careers for Albany youth and an educated informed youth community able to make effective decisions by:	
<ul style="list-style-type: none"> Encouraging youth to establish links with educational institutions and partner in the provision of programs which benefit youth Supporting and assisting youth venues in providing life-skill training Promoting existing employment, education and training opportunities for youth in Albany, through community development networks. Promoting and supporting youth volunteering (awards, employment opportunities etc) 	
Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

To facilitate future need, planning and resource allocation for Youth by:	
<ul style="list-style-type: none"> Investigating the demographics of youth under 12 years Gaining an understanding of their future needs and likely future demographic shifts as they enter the 12-25 year category 	
Timeframe	Ongoing
Resources	Include youth specific section in demographic survey
Officer	Community Development Officer Youth

Support the development of a youth friendly Albany community

- Encourage and support relevant planning/works & services staff to meet with YAC and other key youth users when developing youth frequented spaces

Advocate in relation to youth accommodation issues

- Maintain City of Albany representation on the Board of Management for Albany Youth Support Association (Young House)
- Advocate for additional crisis accommodation/support services
- Advocate/support the introduction of student low cost housing

Advocate on behalf of and consult youth in relation to public open space

- Encourage and support youth consultation in the provision and design of public open space

Transport

- Develop/support initiatives for community shuttle/youth bus
- Support inclusion of youth consultation in footpath location and design

Timeframe	Ongoing
Resources	Existing allocation
Officer	Community Development Officer Youth

Disability – Access and Inclusion

To ensure that all public services, facilities and information are available to all community members, including those who have a disability, so that they have the opportunity and choice to participate in all aspects of community life.

Timeframe	Specific Key action Areas detailed in Access and Inclusion Strategy
Resources	Specific Key action Areas detailed in Access and Inclusion Strategy
Officer	Executive Director Corporate and Community Services

Indigenous

For the City of Albany and its people to work with the Indigenous people of Albany to promote the Aboriginal accord, which will in turn promote a greater understanding throughout the community of Indigenous and Non Indigenous people's history and culture.

Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

For 'The City of Albany – Aboriginal Peoples Accord' to be a living document that promotes reconciliation, provides a process of negotiation and co-operation and results in a mutual sharing of the economic and social prosperity of the City of Albany.

Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

For the City of Albany, the people of Albany and the Indigenous community accept their responsibilities to work together to develop an awareness of our shared history and culture, and to build a partnership based upon mutual respect, understanding, co-operation and trust.

Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Resources	Specific key action areas detailed in the aboriginal accord action plan

For the City of Albany, the people of Albany and the Indigenous community accept their responsibilities to work together to develop an awareness of our shared history and culture, and to build a partnership based upon mutual respect, understanding, co-operation and trust.

Timeframe	Specific key action areas detailed in the aboriginal accord action plan
Officer	Executive Director Corporate and Community Services

Community Financial Assistance Program

To provide financial assistance to worthwhile City of Albany community projects and facilities in order to:

- attract and develop a broad range of social, cultural and economic entities.
- encourage and assist community organizations to develop services and facilities that benefit the community.
- identify and facilitate outstanding economic development opportunities for the City of Albany

Timeframe	Specific key action areas detailed in 'community financial assistance program' policy
Resources	Specific key action areas detailed in 'community financial assistance program' policy
Officer	Executive Director Corporate and Community Services

Volunteering

To recognise the importance of volunteers utilised by the City of Albany and to assist with the recruitment and retention of 'City' volunteers by implementing strategies to recognise and attract new volunteers

Timeframe	Ongoing
Resources	COA departments and officers who rely on volunteers
Officer	Community Development Team

To recognise the importance of volunteers to the Albany community and implement additional strategies in this area by a member of the Community Development team serving on the board of the Albany and Regional Volunteer Service

Timeframe	Ongoing
Resources	Existing
Officer	Community Development Team

Explore and develop a volunteer training and reward programs to recruit and retain volunteers (eg. community points reward system)

Timeframe	Ongoing
Resources	Partnership with Albany Regional Volunteer service
Officer	Community Development Team

Rural Communities

To create a sense of belonging and community in surrounding rural communities by ensuring they are included and receive focus in the implementation of the key actions outlined in this strategy

Timeframe	Ongoing
Resources	Existing

To create a sense of belonging and community in surrounding rural communities by ensuring they are included and receive focus in the implementation of the key actions outlined in this strategy

Timeframe	Ongoing
Officer	Community Development Team

To assist rural communities to increase participation and engagement to ensure the sustainability of their communities

Timeframe	Ongoing
Resources	Existing
Officer	Community Development Team

Implementation and prioritisation

Development of community is a collaborative process conducted by community individuals and groups, local government, state and federal government and non-government agencies.

It could also be said that the potential for community development is infinite as communities exist in a state of constant change, impacted upon by many forces which can act both positively and negatively including:

- The growth and decline 'life cycle' of specific community groups, initiatives, ideas and projects.
- The resources available – human, physical, financial, environmental, social.
- Actions and strategy of other groups, individuals and agencies.
- Political factors – local, state, federal and international.
- Economic cycles.

It is recognised that at any point in time it is likely that the number of potential community development initiatives, activities and requests will exceed the human and financial resources available.

In order to maximise the community development effect new and existing initiatives will be continuously be evaluated and a process of prioritisation undertaken under the direction of the Manager of Community Development, with reference to the Executive Director for Corporate and Community Services (where required). This will involve consideration of the factors listed above and:

- A priority on facilitation as outlined in the 'community development strategies/actions common to seniors, youth and general community sectors' section of this document.
- Assessment of level of self ownership, willingness and ability of partners or target groups to follow-up and undertake tasks within the 'self help model'
- Priority in relation to ongoing major commitments (i.e. sportsperson of the year awards, seniors expo)
- Degree of relevance to the principles and ethos of this strategy and the City of Albany's strategy, policy, ethos and directions from council
- Does the initiative fit within the role and services which are the responsibility of another government or non-government agency or internal department
- Level of need and potential benefit
- What is the potential impact if it is not undertaken

Performance Measurement

Community Development Activities and Services

A number of qualitative and quantitative measures will be utilised to measure the effectiveness of this strategy, they include:

- Quantitative feedback from community, for example the City's 'climate survey'
- Evaluation survey at key events
- Qualitative evaluation through discussion, interviews and focus groups with groups, individuals and agencies
- Normative evaluation by officers through experience
- Setting of goals and collection of working statistics – for example: how many groups and individuals have been contact in the past 12 months, how many projects have been initiated with what level of success, how much money has been spent, value for money, facilitation sessions held and outcomes
- Evaluation and feedback from reference groups such as Seniors, Youth and other relevant Advisory Committees.

Community Development Projects

Each project will have clearly identified, measurable aims and objectives including a specific measurable target. An example of this is: 'that participation in x activity will be increased by 20% measured by x'

The evaluation method will include the following criteria:

- Was the project/activities appropriate for the target audience?
- Were the activities implemented, and what level of success was achieved?
- What was the level of attendance or audience reached?
- What changes occurred as a result of participating in the project or activity?
- In the long term what might be sustainable?

Review

Manager Community Development and Executive Director of Corporate and Community Services to review on or before 30/6/2010

Associated Documents

- City of Albany Corporate Documents Policy (2006).
- City of Albany Financial Assistance Policy (2006).
- City of Albany Aboriginal Accord (2003).
- City of Albany Aboriginal Accord Action Plan (2003).
- City of Albany and Aboriginal community Statement of Understanding and Commitment (2006).
- City of Albany Disability Service Plan (2006).

References: Cavaye, Jim (2007); Capable Communities: A Guide to Community Development
Cavaye Community Development