

Greater Shepparton City Council

Community Planning Toolkit



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AIM OF THE TOOL KIT

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

It outlines processes and procedures, tips and ideas to assist Community Planning Group members to develop, implement and review their Community Plans.

This toolkit is intended as a guide and each Community Planning Group is empowered to decide how they utilise and implement the information provided.

COMMUNITY PLANNING

Greater Shepparton City Council (Council) is committed to working in partnership with small town and neighbourhood communities to implement the Community Planning Program.

Community Planning is planning for the future of an area that is led by the community. The purpose of Community Planning is to give local people greater ownership over their small town or neighbourhood by empowering individuals and groups to take a proactive role in shaping the future of the areas in which they live.

Through information gathering, identification of community assets (community resources) and community engagement, Community Plan Groups are established. Groups are then supported by Council to develop a Community Plan and a list of actions that the group would like to achieve. Council partners with Community Plan Groups to implement their plan through advocacy, seeking funding opportunities and building the skills and capacity of the group. Community Plans are reviewed periodically to ensure priorities continue to be relevant to the community.

Council will support Community Plan implementation in flexible and innovative ways which empower and embrace the needs of Greater Shepparton communities.

For further information on current Community Plans in Greater Shepparton, visit Council's website: <https://greatershepparton.com.au/community/neighbourhoods/community-plans>

Community Planning Principles

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

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

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

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

Community Planning Groups

A Community Plan Group is formed by locals to work in partnership with Council to coordinate and facilitate the implementation of priority actions arising from the Community Plans.

In establishing and operating a Community Plan Group, the community will:

- Recruit individuals to the group from a broad representation of the local community.
- Facilitate and administer the group.
- Provide Council with a copy of meeting notes following each meeting.
- Meet on a regular basis to progress agreed actions and priorities from the Community Plan.

Community Planning Groups may elect to join with an established group that will take on the additional function of a Community Plan Group.

Membership

To ensure a broad representation of the local community, potential membership on a Community Planning Group could include:

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

Membership is open to all community members and may fluctuate depending on projects being undertaken.

Terms of Reference

Terms of Reference define the purpose and structures of a Community Plan Group to assist with achieving the community's priorities. Community Plan Groups may consider having a Terms of Reference to outline the roles and responsibilities of the Group. A template is provided for the Groups' consideration and can be supported by Council to implement.

Working Groups

Community Plan Groups may decide to form Working Groups, as required, to assist with implementing projects, activations or portfolios. These Groups may involve community members who are interested in working on a single priority that they are passionate about, rather than participating on the Community Plan Group. It is recommended that a representative from the Working Group attends the Community Plan Group meeting to ensure information flow between both groups.

Structures of a Group

When establishing and forming a Community Planning Group, members will need to decide how to structure their group so that it best meets the needs of the community and its members.

Groups can be either informal or an Incorporated Association.
Both oversee the implementation and review of the Community Plan.

Informal Group or Committee

An 'informal' Community Planning Group can be established to oversee the implementation and review of the Community Plan. Groups are encouraged to nominate members to undertake the role of Chair and Secretary, or alternatively may decide to have no formal positions within the group.

Incorporated Association

An incorporated association is a club or community group, operating not for profit, whose members have decided to give their organisation a formal legal structure. When a club or community group incorporate, it becomes a legal entity that stays the same even if its members change.

There are a number of considerations in whether or not a group should incorporate. These include membership, not for profit status, legal status, legal protection for members, statutory obligations, costs, disputes, contract agreements and grants. Information regarding each of these considerations is provided on Consumer Affairs Victoria website.

More Info

Consumer Affairs Victoria

<http://www.consumer.vic.gov.au/clubs-and-not-for-profits/incorporated-associations/what-is-an-incorporated-association>

Not-for-Profit Law's (previously named PilchConnect)

<https://www.nfplaw.org.au/>

ROLE OF COUNCIL

In supporting Community Plan Groups, Council will:

- Provide a **Community Development Officer** to act as a conduit between Council and the community to assist the process of Community Plan implementation. This Officer will act as a contact point for the community, regularly attend meetings and will assist with the development, implementation and review of Community Plans and included actions.
- **Endorse, rather than adopt, Community Plans** (and significant reviews) at an Ordinary Council Meeting to acknowledge that the community plans are 'owned' and driven by the community rather than Council.
- **Encourage the community** to be key-contributors to the development process including identifying key community groups and stakeholders and exploring innovative consultation mechanisms to ensure that community members from a range of backgrounds have an opportunity to be involved.
- **Identify appropriate funding opportunities and advocate**, where appropriate, for funding to achieve priority actions identified within the endorsed Community Plans.
- **Commit funds each financial year**, subject to annual budgetary processes, towards implementing priority actions identified within the endorsed Community Plans.
- **Support Groups to review their Community Plans** as required.
- **Support Groups who seek to establish Working Sub-Groups** to assist with implementing projects, activations or portfolios.
- **Obtain public liability insurance** to cover community members for meetings, community led events and activities where applicable.

Councils Organisation Structure



Community Development - Department Structure



Community Development Officers

Community Development Officers work in partnership with the community to build capacity and deliver projects that have positive impacts on community and places within Greater Shepparton.

Community Development Officers act as a conduit between Council and the community to assist the process of Community Plan implementation. Officers act as a contact point for the community, regularly attend meetings and will assist with the development, implementation and review of Community Plans and included actions.

Involvement of Council Departments

Where necessary, Council departments will work with Community Plan Groups and Community Development Officers to implement priorities identified within a Community Plan or consult on other relevant matters to the location.

Council departments can be invited, or request to attend, a Community Plan Group meeting to inform or consult around information of relevance.

Regular meetings will be established between Council departments and the Community Development Team to monitor the progress of community projects.

Council's Risk and Assurance department arranges public liability insurance to cover identified community members for meetings, community led events and activities where applicable.

Councillor Representation

Community Plan Groups are encouraged to invite Councillors to attend a Community Plan Group meeting or community activity each year. This representation will ensure Councillors are well informed around the priorities and achievements of small towns and neighbourhoods.

Advocacy

Community Plans may identify Actions that are not the responsibility or delegation of Council to deliver. In these circumstances advocacy may be most appropriate way to progress these priorities. Council will work with the Community Plan Group to identify methods of advocacy, which may include:

- Community Plan Groups writing letters of support to the responsible organisation.
- Opportunities for Council to advocate on behalf of the Community Plan Group.
- Participation in consultation related to local, state and federal policy and strategy development.
- Identification of new external partnerships.

Capacity Building

Council hosts varying capacity building workshops and professional development opportunities throughout the year which are promoted to Community Plan Groups. These may include grants, economic development, heritage, sport and recreation and governance workshops.

A minimum of two sessions per year will be planned to support and empower Community Plan Groups to improve their capacity and ability to achieve positive outcomes for their communities.

Celebrating Achievements

The Community Development Team will circulate a monthly newsletter to Community Plan Groups, Executive and Councillors to share information and celebrate the achievements of Community Plan Groups and their local communities.

Two events, a mid-year and end of year celebration will be facilitated by Greater Shepparton City Council to share achievements, opportunities and challenges.

This is also a great opportunity to hear about what other Community Planning Groups are doing in our local government area and provides a networking opportunity to discuss ideas amongst fellow groups and council officers.



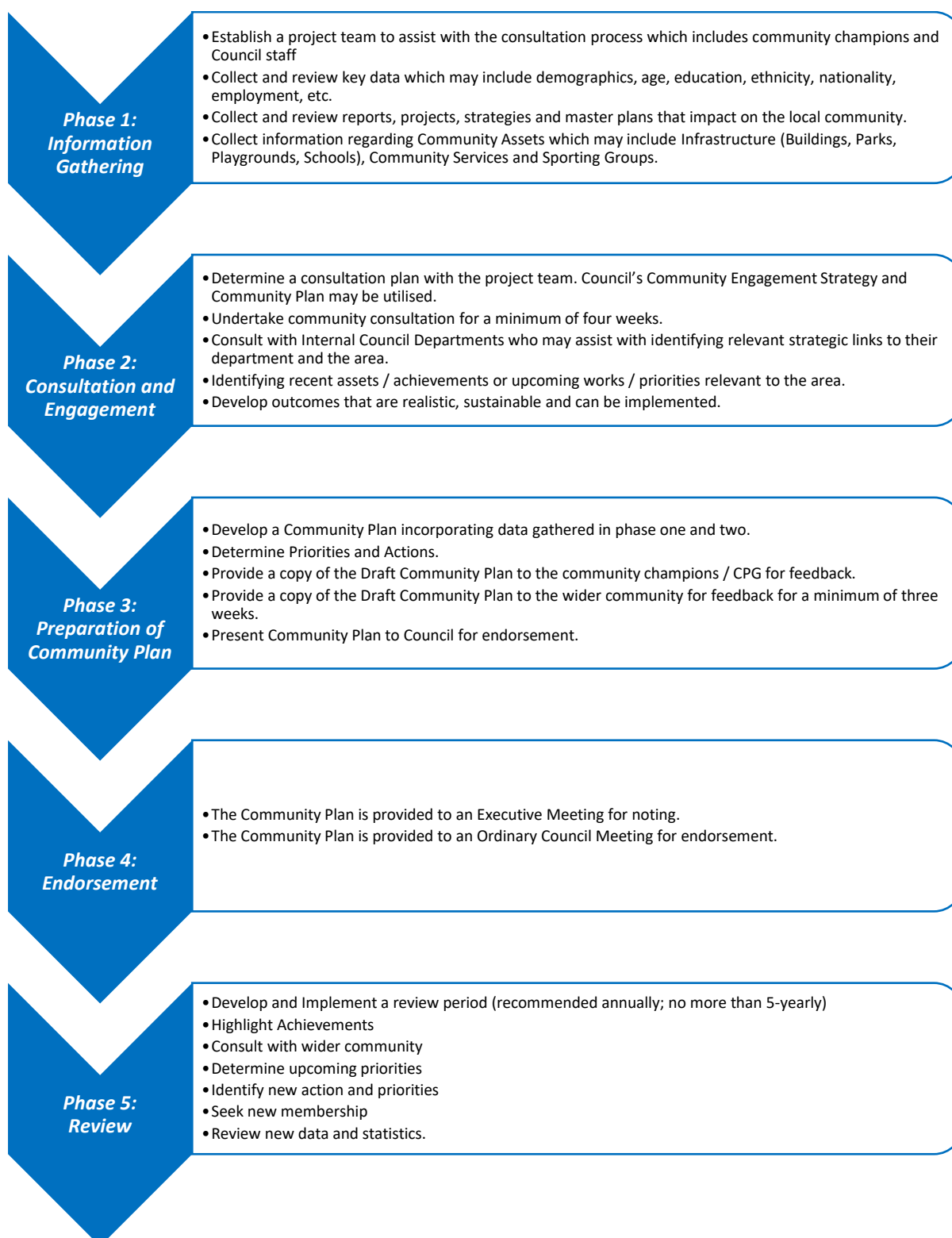
DEVELOPMENT OF COMMUNITY PLAN

A Community Plan is a written document that identifies a community's strengths and outlines how those strengths can be utilised to build capacity and enable empowerment for the future. A Community Plan captures the priorities a community has identified are important for a strong future.

Community Planning is based on the principle that local people are invariably the best source of knowledge and wisdom about their surroundings, and when this is harnessed, achieves better decision making results for all stakeholders. Each community identifies their own priorities and needs based on their own local identity, culture, history and assets. Council recognises, as a local government entity, it has a role to play in encouraging and facilitating activities that lead to community empowerment.

Council provides a suggested framework for the development of a Community Plan. This process has been developed to provide guidance to Council and the community to ensure positive outcomes can be achieved. Council does acknowledge that at times small towns and neighbourhoods require different approaches to achieving results in their communities. Council will endeavour to support communities in flexible and innovative ways.

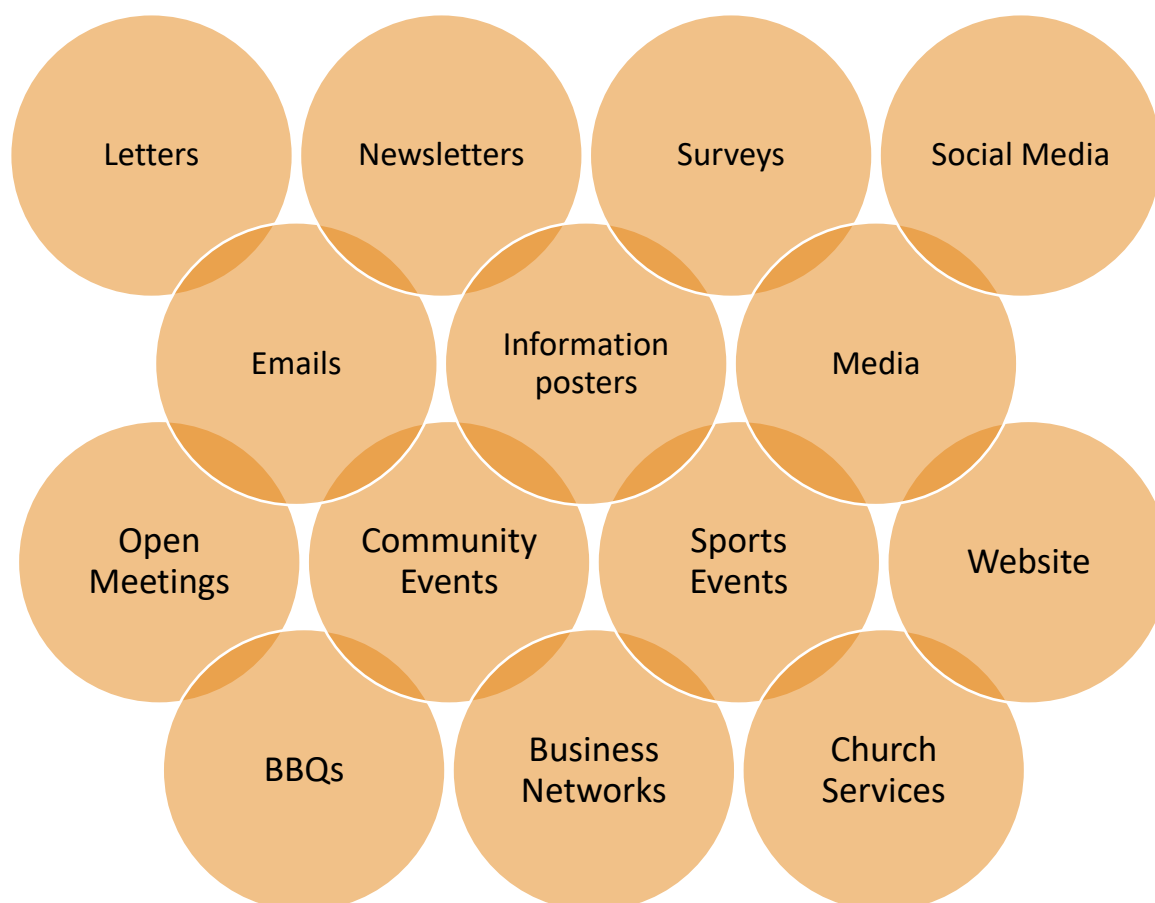
COMMUNITY PLANS: SUGGESTED FRAMEWORK



COMMUNITY ENGAGEMENT

Council's community and stakeholder engagement approach is guided by the community engagement principles set out under the *Local Government Act 2020*, and are:

- A community engagement process must have a clearly defined objective and scope.
- Participants in community engagement must have access to objective, relevant and timely information to inform their participation.
- Participants in community engagement must be diverse and representative of the persons and groups affected by the matter that is the subject of the community engagement.
- Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement.
- Participants in community engagement are informed of the ways in which the community engagement process will influence Council decision making.



DIVERSITY AND INCLUSION

Greater Shepparton City Council values diversity and inclusion and support our staff to reach their full potential. People bring a range of skills and perspectives to the workplace. We recognise that every story counts.

This is furthermore a priority in the establishment of Community Planning Groups and the wonderful assets that can be identified when a group values diversity and inclusion.

It is only through inclusion that organisations and groups can make the most out of diversity.

Access and Inclusion

To be part of the local community, people living with a disability or barriers require buildings, streets, and open spaces that are accessible and welcoming. Along with accessible public transport that meets their needs.

Access refers to the removal or reduction of barriers (physical or attitudinal) to safe and dignified access to and participation in community activities. Access is just one small part in the broader context of inclusion.

Whilst there is no universally accepted definition of social inclusion the Australian Social Inclusion Board defines social inclusion as having the resources, opportunities and capabilities to:

- **Learn** Participate in education and training
- **Work** Participate in employment, unpaid or voluntary work including family and carer responsibilities
- **Engage** Connect with people, use local services and participate in local, cultural, civic and recreational activities
- **Have a voice** Influence decisions that affect them

According to the Disability Act 2006, Disability includes anyone with impairment or barrier of a physical, intellectual, psychiatric, neurological or sensory nature. Disability can either be temporary or permanent and something that is acquired or present from birth.

More Info

Greater Shepparton City Council Universal Access and Inclusion Plan

<https://greatershepparton.com.au/community/aged-disability/access-and-inclusion>

Council's Access and Inclusion Officer 03 5832 9700

Multiculturalism

Greater Shepparton's multicultural community is made up of people from over 50 countries, who speak more than 40 different languages. Our community comes from different places around the world bringing with it many languages, faiths and cultures that enrich the fabric of the community.

Council has been actively involved in the promotion and celebration of cultural diversity in the community for many years and is continually striving to improve the wider community's awareness and understanding of the economic, educational, social and cultural benefits of multiculturalism and to mitigate the effects of racism and cultural isolation for multicultural communities in Greater Shepparton.

Council is committed to continuing to work for a vibrant, cohesive community that celebrates and incorporates aspects of cultural diversity within daily life. It values the partnerships we have made with service providers and organisations as well as the relationships with communities and community leaders.

More Info

Profile ID for Census Data

<https://profile.id.com.au/shepparton>

Greater Shepparton City Council Multicultural Strategy

<https://greatershepparton.com.au/community/diversity>

Ethnic Council of Shepparton and District

<https://ethniccouncilshepparton.com.au/>

Council's Multicultural Development Officer 03 5832 9700



MULTICULTURALISM IN GREATER SHEPPARTON

An overview of the culturally diverse population in our municipality

65,500

People live
in Greater Shepparton



15%

Of Greater Shepparton's population
were born overseas. Compared with
11% for Regional Victoria



15%

Of the population speak a language
other than English at home



9,500

In 2016, 9,500 people living in
Greater Shepparton were
born overseas.
1500 more than in 2011



25%

From 2011 to 2016 the number of
people who speak a language
other than English at home
increased by 25% (1,800 people)



Source: Australian Bureau of Statistics 2016

Aboriginal and Torres Strait Islander Community

It is recommended that Committees consider how Aboriginal and Torres Strait Islander community can contribute to the development and implementation of a Community Plan and actively encourage participation.

Greater Shepparton is on the land of the Yorta Yorta Peoples. Council values and recognises the importance of Aboriginal and Torres Strait Islander Peoples and the valuable contribution they make to our community. Council's commitment to reconciliation is further reflected in its Reconciliation Action Plan.

The Reconciliation Action Plan (Reflect) July 2019 – June 2020 has a strong focus on truth telling. It contains some information about the distressing and uncomfortable events that happened in the local area, as well as throughout Australia. Council feels acknowledgement of the true history of Australia must occur before true reconciliation can be achieved.

Community Planning Groups can play an active role in identifying Aboriginal and Torres Strait Islander assets in their community and engaging First Nation organisations to be active in their Community Planning Group.

More Info

Greater Shepparton City Council Reconciliation Action Plan

<https://greater-shepparton.com.au/council/council-documents/reconciliation-action-plan>

Council's Aboriginal Liaison Officer 03 5832 9700



Youth

Council values young people within its community and encourage Community Planning Groups to work in partnership to create opportunities to develop young people who are vibrant, passionate and fully engaged.

Young people (youth) are not just our future, they are important in the present. They have an important role to play in shaping our community. Young people are enthusiastic, have skills and can offer a fresh perspective. It is recommended that committees actively encourage our youth to be involved in Community Planning.

This can be achieved by:

- Actively inviting young people to be involved with the knowledge their opinion is valued.
- Find out what young people in your community are passionate about.
- Inform them they don't necessarily need to be a member of the community planning group if they do not wish, but offer for them to help out on projects or areas they are particularly passionate about.
- When the Community Plan is being developed or reviewed, think of creative ways to engage young people. Young people have many assets and could express their ideas through social media.
- Use local groups and networks to reach young people. Identify what group's young people are currently engaged in and reach out or organise to attend as a guest.
- Be flexible, think of different ways they can get involved. Is there a young person passionate about graphic arts? Social media? Digital technology? How could the Community Planning Group utilise these assets?
- Offer online meetings and information sessions for youth accessibility.

More Info

Greater Shepparton City Council Youth Strategy

<https://greatershepparton.com.au/community/youth/youth-strategy>

Council's Youth Development Team 03 5832 9700



FUNDING OPTIONS

Council will assist Community Plan Groups to identify appropriate avenues of funding to assist with achieving identified Actions in a Community Plan. These opportunities may include local, state and federal funding and programs.

Community Fundraising

Financial contributions from the community are one way to indicate strong community support and can be used to leverage other funding sources. Local organisations, sporting clubs, service clubs and businesses may be in a position to contribute towards a Community Plan Action.

Fundraising ideas may include:

- A community art project.
- Auction / Silent Auction – Can be online or in person.
- Raffle – sell a limited number of tickets. Best held throughout an event.
- Trivia night – Ticketed event.
- Chocolate, Pie, Sock, Cookie Dough, Cake drives. Register with a fundraising company.
- Donation Box.
- Car boot sale.
- Hold an event - A Ball or Spring racing carnival event.
- Art exhibition and auction.
- Movie night.

More Info

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

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

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

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

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

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

Council Grants

Council provides grants as one-off financial assistance to not-for-profit organisations running local projects and activities, such as events, community development activities, community health initiatives, environment, revitalisation of spaces and heritage projects. Further information is available on Council's website.

The grants program is aligned with the objectives of the Greater Shepparton Council Plan, to support established and emerging communities through activities, programs and events that contribute to community strengthening and bring a wide range of social and economic returns to the municipality.

More Info

Council's website

<https://greater-shepparton.com.au/community/grants-and-funding>

State and Federal Government Or Other Sources

Community Plan Groups are encouraged to seek funding or leverage funding through state and federal grant streams. Council can offer advice and assistance with external funding applications.

Greater Shepparton City Council has also partnered with [Moira Shire Council](#) and [Strathbogie Shire Council](#) to provide the **Goulburn Valley Funding Finder** website. This free and useful tool assists businesses and community groups to search for grants across all tiers of government: local, state, and federal, as well as philanthropic organisations.

More Info

Goulburn Valley Grant Guru

<https://goulburnvalley.grantguru.com.au/>

Community Plan Implementation Fund (CPIF)

Council will commit funds each financial year (subject to annual budgetary processes) toward implementing priority actions identified within the endorsed Community Plans. Community Plan Groups will have access to Council's CPIF via an application process.

The CPIF is divided into three streams; capital items, operational projects and specialist funding programs. This table indicates the definitions identified for these funding streams.

CPIF FUNDING STREAMS		
Capital	Operational	Specialist
<ul style="list-style-type: none"> • Projects over \$10,000 • Become part of Council's fixed assets • Council owned / controlled infrastructure • Included in Council 10yr Capital Expenditure Plan 	<ul style="list-style-type: none"> • Renewals which don't change the nature of the asset • Completed within one year • Includes events, assets, equipment, feasibility studies and masterplans 	<ul style="list-style-type: none"> • Bi-annual funding rounds via EOI process • Based on common priorities across Plans • Includes assets, events, place making programs

More Info

www.greatershepparton.com.au

<https://greatershepparton.smartygrants.com.au/CPIFOperational>

Auspicing

In a funding context, an auspice is an organisation who manages grant funding on your behalf. For example, a small community group with limited resources may use a larger Not-for-Profit Organisation as their auspice. The larger NFP will receive and manage the grant funding, with the community group undertaking the actual project work.

GRANT WRITING TIPS

Are you Eligible?

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

What's your idea?

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

Sell / Promote your project?

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

How are you going to pay for the project?

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

Don't leave it until the last minute.

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

If unsuccessful ask for feedback.

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

Do you have questions?

If you have any questions, contact a Grants Officer before you submit your application. This is always recommended.

What about a Grants Champion?

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

Grant writing workshops

Council offers free grant writing workshops periodically through the year. Consider nominating a committee member to attend.

DEFINITIONS

Reference Term	Definition
ABCD	Asset Based Community Development – The place-based philosophy which guides Council’s Community Planning Program.
Capacity Building	Development of awareness, knowledge, skills and operational capability by certain people, normally the community, to achieve their purpose.
Community	A community is defined as a small town or neighbourhood.
Community Plan	A Community Plan is a written document which identifies a community’s goals for the future and the priorities it has identified to achieve this vision.
Community Plan Implementation Fund (CPIF)	Council budget allocated specifically to contribute towards implementation of Community Plans and priorities.
Community Plan Group	Group of community members who form to oversee the development, implementation and review of a Community Plan.
Community Development Officer	A staff member from Council’s Community Wellbeing Department whose role is to act as a conduit between Council and the Community Plan Group.
Neighbourhood	A neighbourhood is a geographically localised community within a larger city (i.e. Shepparton).
Small Town	Small towns have been defined through ABS Census data as the largest townships (excluding Shepparton) within the municipality up to a population of 19,999.
Working Group	Small task groups may be established to work on particular Community Plan projects. They will be sub-groups of the Community Plan Group.

Forms and templates

- [Community Planning Expression of Interest \(EOI\) Form](#)
EOI form for capital projects and operational projects over \$5000.
DOCX, 30 KB
- [Project Proposal Template - Community Plan Implementation Fund \(CPIF\)](#)
Operational Stream Project Proposal
DOCX, 39 KB
- [Request for Quote Template - Community Planning Implementation Fund \(CPIF\)](#)
This document is intended to accompany a request for a quotation (for two suppliers or more) for a Community Plan project. This is a guide only.
DOCX, 19 KB
- [Operational Stream Guidelines - Community Plan Implementation Fund](#)
A guide to applying for funds through the Operational Stream of the Community Plan Implementation Fund
DOCX, 43 KB
- [Logo use and co-branding guidelines for partnership projects](#)
To ensure the link between Greater Shepparton City Council and Community Plans are recognised and celebrated, Council's support must be formally acknowledged.
PDF, 62 KB
- [Meeting Agenda Template](#)
DOCX, 25 KB
- [Handy Hints for Running Meetings](#)
DOCX, 30 KB