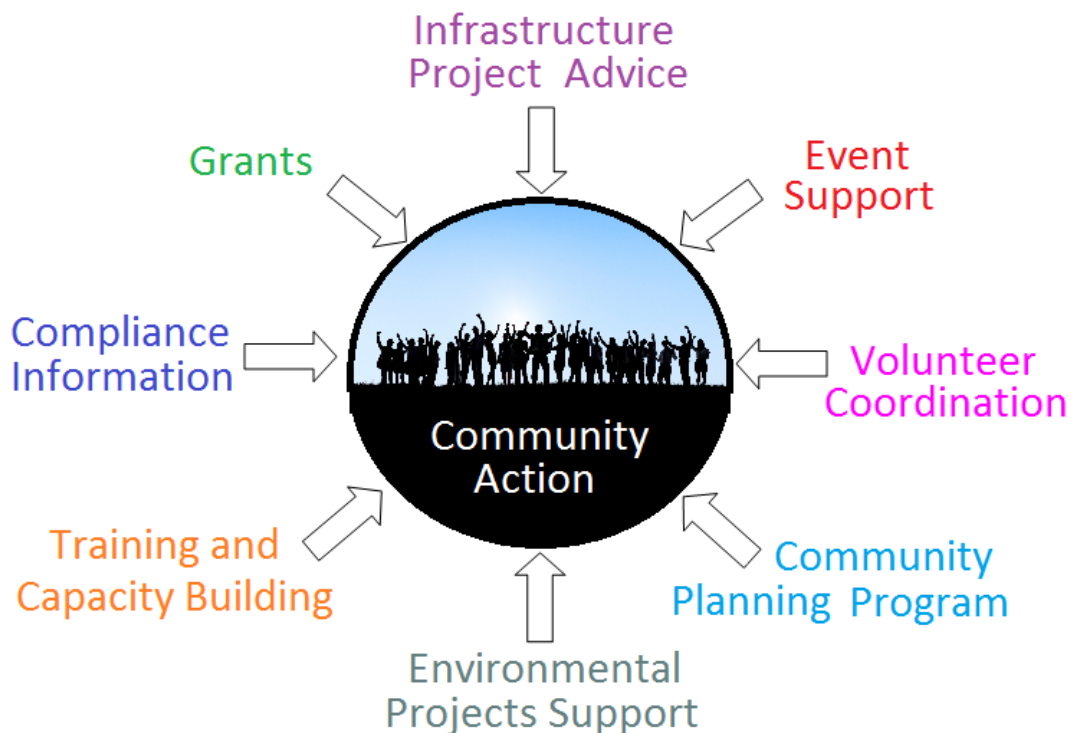


COMMUNITY DEVELOPMENT STRATEGY

2015-2019

A whole-of-council strategy to support community action



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Prepared September 2015 by LG Project (Vic) and the Golden Plains Shire Council Community Development Team

This Strategy draws on research and analysis undertaken by
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EXECUTIVE SUMMARY

What is Community Development?

‘Community Development’ is a broad term applied to processes which seek to empower individuals and groups to bring about change in their own communities. Emerging as a discipline in Chicago in the 1930s, the central principle is that local communities are often best placed to achieve lasting, positive change. Today, community development is still fundamentally about stimulating active citizenship, volunteer time and talent, and mutual responsibility so as to build stronger, more resilient local communities.

Golden Plains Shire defines its own community development work as: *A set of Council-wide programs and initiatives which encourage and assist common interest groups to take action in their community for the overall benefit of that community and its members.*

Why do Community Development?

Council undertakes community development to activate participation in local initiatives that help communities to help themselves become stronger, more economically, environmentally and socially sustainable. **Community development delivers the dual outcomes of enhanced wellbeing for individual citizens who engage in the community development processes, and enhanced wellbeing and liveability of communities and towns as a result of project outcomes.**

With Council increasingly operating in a context of limited resources brought about by such things as population growth and State Government policy, community development is a smart investment. **Council pursues community development to facilitate the delivery of more numerous and effective outcomes in local communities than it would be able to deliver alone.**

A 2010 report produced in the United Kingdom found that **for every dollar (pound) invested across four local authorities in community development activity; the social return on investment was around \$15, or about 1,500%.**

Our Community Development Vision

The Community Development Strategy seeks to deliver the following Vision:

Our communities are great places to live and visit because of community members’ active contribution.

Golden Plains Shire is at the forefront in the provision of contemporary and innovative community development programs and initiatives.

Focus Areas & Strategies

In pursuit of the Vision, five areas of focus are set:

- **Build Organisational Commitment**
Improve organisational positioning, commitment, resourcing and processes to further community development
- **Support Our Staff**
Increase the capacity of council staff to use a community development approach.
- **Maximise Existing Initiatives**
Strengthen and maximise the impact of Council’s existing community development programs and initiatives.
- **Develop New Initiatives**
Increase the use of a community development approach across the organisation’s work units and programs.
- **Activate Leadership and Increase Participation**
Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects.

Actions for the Next Four Years

A series of actions has been developed to progress the strategies under each of the five focus areas. Timeframes and resourcing requirements are set out in relation to each action. The Action Plan appears on pages 14 – 21.

PART 1: THE BIG PICTURE

1.1 What is Community Development?

‘Community Development’ is a broad term used to describe the practices of civic leaders, community organisations, governments, activists, involved citizens and professionals who seek to empower individuals and groups to bring about change in their own communities. Typically, the aim is to enhance the capacity of individuals and communities as a whole, and to build stronger, more resilient local communities.

Community development is not new, with the discipline originating in Chicago in the 1930s. The central principle is that local communities are often best placed to achieve lasting, positive change. Today, community development is still fundamentally about stimulating active citizenship, the investment of volunteer time and talent, and mutual responsibility.

Golden Plains Shire Council defines its community development work as: ***A set of Council-wide programs and initiatives which encourage and assist common interest groups to take action in their community for the overall benefit of that community.***

Communities of interest will often form on the basis of geography, demographics (e.g., young people and seniors), schools or common interests such as arts, culture and recreation.

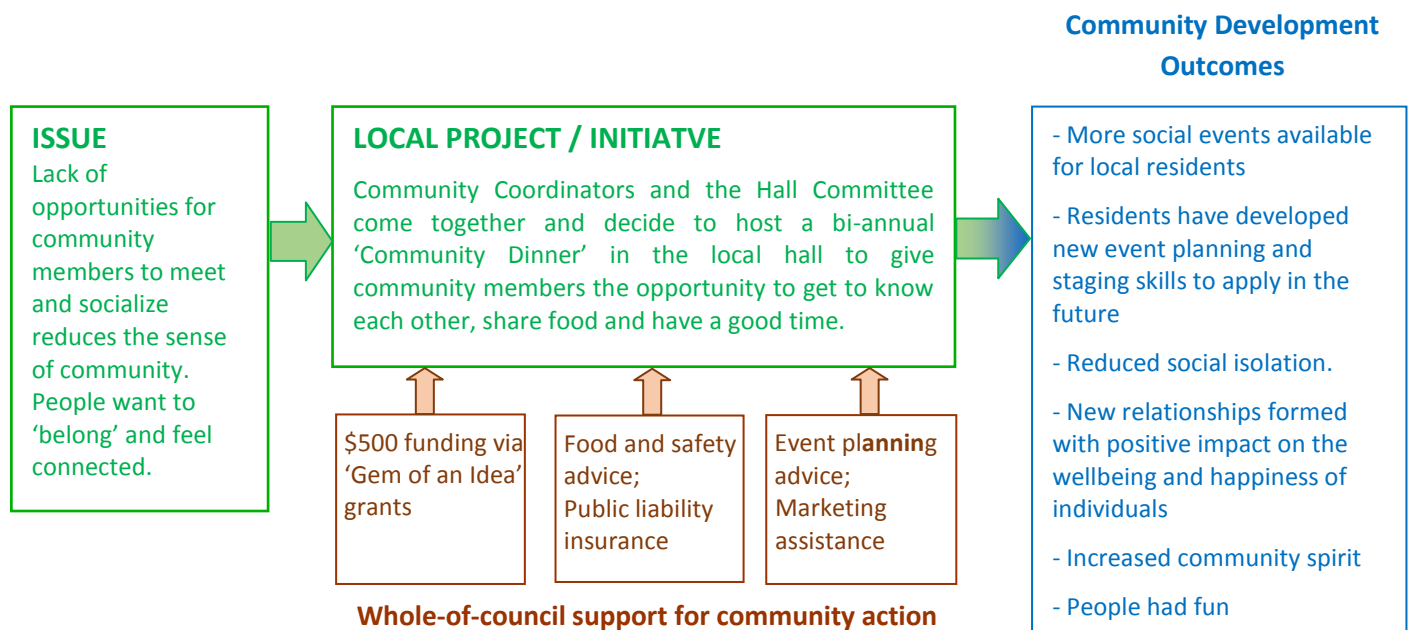
Council’s community development activities are generally focused on capacity building, enhancing the sustainability of local groups and the outcomes they achieve, improving connectedness between local groups and among residents, and encouraging greater involvement in community life. Communities that possess these characteristics are better able to help themselves become more economically, environmentally and socially sustainable, and more likely to offer better quality of life and a greater sense of wellbeing.

Community development is not a specific service provided to the Golden Plains community by a particular department (Unit) or staff member. In fact, it is not a specific or discrete service offered by Council at all. **Rather, community development is an approach found across a range of Council programs, including Community Grants, Community Transport, Community Planning, Community Centres, Health Promotion, Arts and Culture, Youth, Volunteer Support, and Recreation Planning.** Specifically, Council provides local clubs and groups with advice, training, information, networks and grants that help them to deliver events, activities, projects or services which make their community a better place to live.

Whilst there is no ‘one size fits all’ model to effective community development, the diagram on the following page demonstrates a common community development process in Golden Plains. It is important to note that Council supports the community in a variety of different ways depending on the nature and stage of the project.



Below is a practical example of how the process might work where community members have identified a lack of opportunities to engagement with each other.



A community based program or service delivered by Council to the community - i.e., where community members do not 'drive' the outcomes – is not considered to be community development. For example, whilst road building and maintenance is important and enhances communities, it does not involve active participation by community members and is therefore not considered to be community development.

Community development is sometimes confused with 'Community Planning' and 'Community Engagement'. Given that Council is active across these three related but quite uniquely focused functions, it is important

that the organization as a whole has a shared understanding of the definition of and distinction between each.

- **Community Planning** is just one of Council's various community development programs, but is one of its most significant and well-known. Community Planning is not done by Council, but by communities themselves. Typically, communities come together every 3 years to develop their Community Plan which identifies local priority projects to address social, environmental, health and wellbeing, infrastructure, cultural and economic issues. The community as a whole, with the assistance of an external facilitator and leadership of local Community Coordinators, takes responsibility for implementing the plan.
- **Community Engagement** is about Council decision-making and how the community may become involved. Council 'owns' the process, determines how it will seek input and the extent to which such input will influence its final decision. Community engagement may be used by Council to seek community input into the development of a Council owned facility, the planning of a Council operated program or the preparation of one of Council's strategic plans. Community Engagement is not about community *action*, and therefore is not considered to be community development.

The matrix below sets out the key features and differences between each of the three functions.

	Community Development	Community Planning	Community Engagement
<i>Council's Definition</i>	A set of Council-wide programs and initiatives which encourage and assist common interest groups to take action in their community for the overall benefit of that community and its members.	One of Council's community development programs which assists local communities to develop and implement plans in order to improve their own community.	A set of processes by which Council invites, facilitates and considers community input in Council decision-making.
<i>Includes</i>	Programs and processes which require, support and are built on community action that enhances local communities.	External facilitator assisting local communities to develop then implement a project-based Community Plan.	Processes such as surveys, consultation meetings, public submissions and Open House sessions.
<i>Delivered as part of which program/s</i>	<ul style="list-style-type: none"> - Arts and Culture - Aged and Disability Services - Children's Services - Communications and Marketing - Community Centres and Hubs - Community Grants - Community Planning - Community Transport - Economic Development - Events - Health Promotion - Maternal and Child Health - Recreation Planning & Construction - Volunteer Support - Youth Development 	<ul style="list-style-type: none"> - Community Development - Works, Recreation, Environment, Health and Wellbeing and other programs / teams support the implementation of Community Plan projects) 	Any program seeking community input to inform a Council decision.
<i>Responsible Unit</i>	Whole of Council responsibility (with support from the Cross-Council Community Development Working Group*)	Community Development	Whole of Council responsibility, supported by the Community Engagement Officer and the Executive Unit (Communications).
<i>Who Owns?</i>	Community	Community	Council
<i>Who Drives?</i>	Community, supported by Council.	Community, supported by Council	Council

* Note: Establishment of the 'Cross-Council Community Development Working Group', is a recommendation under this Community Development Strategy – refer [Action 2.1](#).

1.2 Why do Community Development?

The following list of objectives defines what Council is ultimately trying to achieve through - and why Council invests in - its range of community development programs and initiatives.

- To help communities to help themselves to become stronger, more economically, environmentally and socially sustainable.
- To enhance leadership and other civic skills within communities so as to enhance the capacity of those communities to address local issues and challenges and to build vibrant, healthy places.
- To develop a sense of community spirit, pride, ownership and identity within communities.
- To facilitate community-connectedness, social inclusion, and to improve health and wellbeing.
- To improve the natural and built environment with new or improved economic and social infrastructure, and the preservation of local environmental values through community action.
- To achieve the dual outcomes of enhanced wellbeing for individual citizens engaging in community development processes, and enhanced wellbeing and liveability of communities from project outcomes.
- To facilitate the delivery of more numerous and effective outcomes in local communities than Council would be able to deliver if it sought to do so itself.

“The Australian Government’s 2015 ‘Household, Income and Labour Dynamics’ (HILDA) survey found that people who are part of strong communities have higher life satisfaction, as do those who are actively involved in community life”

Most of the above objectives do not require further discussion or justification as they simply build on the most fundamental of Council’s reasons for existing, and on the objectives of the Council Plan. However, the final objective – relating to communities achieving greater outcomes than Council could otherwise achieve alone – warrants some further discussion.

Golden Plains Shire increasingly operates with a context of limited resources and tight finances brought about by such things as population growth and State Government policy. In short, Council can only achieve so much alone.

Community development activates community members so they contribute time, effort, knowledge and resources to the task. There are 20,000 community members – compared with 200 Council staff – from which to draw contributions to the task of making Golden Plains a great place to live. Mobilising the

“Community development activates community members. There are 20,000 community members – compared with 200 Council staff – from which to draw contributions to the task of making Golden Plains a great place to live.”

community to contribute their time and resource to common goals is an effective and efficient way to deliver local priorities and Council Plan objectives, whilst reducing the ongoing reliance on Council's increasingly tight financial and human resources.

Evidence suggests that a community development approach is a good use of limited resources as time invested often pays off exponentially. For example the Community Services Directorates' commitment to volunteer training over the last 3 years has stimulated a growing base of contributors who are now actively engaged in their communities and running programs that improve the shire.

"The report found that for every dollar (pound) invested ... in community development activity, the social return was around \$15, or about 1,500%"

A 2010 report produced for the Community Development Foundation in the United Kingdom sought to quantify the social return on investment in community development – namely identifying, supporting and nurturing volunteers to take part in local groups and activities – across four local government authorities. The report found that for every dollar (pound) invested across the four local authorities in community development activity, the social return was around \$15, or about 1,500% .

Clearly, leveraging outcomes of community development provides enormous benefits for the ongoing sustainability of Council service delivery. Meanwhile, the benefits for the community in terms of individual and community-wide wellbeing are multi-faceted, and drive Council's ongoing commitment.

THE VALUE OF COMMUNITY PLANNING

Community Planning is one of GPS's most significant community development programs.

Community Planning mobilises hundreds of community members to take action to improve their community every year.

Last year hundreds of community members delivered 84 projects that improve their communities in various ways including improved social connection, improved infrastructure, and improved environment.

With the resources currently dedicated, Council may have been able to deliver 4 (at most) of these projects demonstrating the power and potential of a community development approach to deliver outcomes Council can not alone.

THE VALUE OF COMMUNITY GRANTS

Every year GPS provides community grants to community groups to take action to improve their community.

Community groups are required to 'match' the amount provided to them by Council meaning they have to contribute their own funds, time and resources to same value.

Community groups matched investment means our Golden Plains communities get double Council's original investment.

*Last year Council provided 37 community grants to the value of \$104,414. Community groups themselves invested over \$110,000 resulting in Golden Plains communities getting over \$215,000 worth of investment. **DOUBLE** what Council could deliver alone.*

PART 2: OUR STRATEGIC FRAMEWORK

2.1 Our Vision

Council's Vision for community development is that:

Our communities are great places to live and visit because of community members' active contribution.

Golden Plains Shire is at the forefront in the provision of contemporary and innovative community development programs and initiatives.

2.2 Our Principles

The most significant feature that distinguishes community development from other community work is its values and principles. Below are the principles that are core to Council's community development work. They both underpin the Focus Areas, Strategies and Actions contained in this document, and provide a framework for planning and implementation of community development programs and initiatives more broadly.

- **Communities are unique:** Successful community development recognises the uniqueness of individual communities and responds accordingly.
- **Ownership and Empowerment:** Successful community development recognises that communities thrive when they 'own' their problems and issues, and are empowered and supported to take control of their destiny.
- **Building on existing capabilities:** The most effective community development occurs when existing networks, energy and talent is harnessed and built upon, rather than duplicated by new structures and processes.
- **Inclusion:** Healthy communities and community development processes embrace diversity and not only recognize that all community members have a right to be heard and to participate, but that outcomes are enhanced when this occurs.
- **Connectivity:** Community development happens when networks, partnerships and relationships are supported by trust, respect and good communication.
- **Process and outcome:** Community development provides rich opportunities for growth, capacity building and connectivity during the process, as well as a project outcome – both of which benefit the community long after the process concludes.
- **Sustainability:** Community development is most effective when the process and outcome benefits are able to be maintained long-term.
- **Leveraging:** Community development assists communities to achieve outcomes which are beyond the capacity of Council to deliver on its own.

2.3 Our Five Focus Areas

In order to work toward Council's vision for community development, effort and resources will be directed toward five areas of focus. Each Focus Area, including an accompanying Strategy and Goal, is identified and explained below. Specific Actions and associated timeframes and resourcing requirements relevant to each Focus Area are listed in the Action Plan at Section 3.1.

Focus Area 1 **Build Organisational Commitment**

What's our Strategy? **Improve organisational positioning, commitment, resourcing and processes to further community development.**


What's our Goal? At all levels and across all work units, Council is aligned in its commitment to community development.

Why focus on this? Some perception currently exists within the organisation that community development is the responsibility of the Community Development Unit and Team. This perception limits organisational commitment, resource allocation, and accountability. This in turn limits the achievement of local outcomes that enhance communities and assist in the delivery of the Council Plan, whilst reducing ongoing reliance on Council resources. Not only do community development outcomes require organisation wide involvement, but the Community Development Unit and Teams are responsible for a much broader set of programs and do not have the capacity to be the community development arm of the council. A broad and sustainable organisational commitment to community development will significantly leverage community outcomes.

How will we know we got there? Community development is recognised, understood, supported and implemented as a whole-of-Council responsibility. (Refer [Section 3.2](#))

Click [here](#) for Action Plan





Focus Area 2

Support Our Staff

<i>What's our Strategy?</i>	Increase the capacity of council staff to use a community development approach.
<i>What's our Goal?</i>	All Council staff are aware of the opportunities and have the skills to apply a community development approach to their work, and do so as appropriate.
<i>Why focus on this?</i>	If Council is to be successful in building organisational commitment to community development and spreading the community development effort across all work units, staff must be equipped with relevant knowledge, skills, confidence and support.
<i>How will we know we got there?</i>	<p>Data reveals a progressive increase in staff knowledge, skills and use of a community development approach in their work. (Refer Section 3.2)</p> <p>Click here for Action Plan</p>

Focus Area 3

Maximise Existing Initiatives



<i>What's our Strategy?</i>	Strengthen and maximise the impact of Council's existing community development programs and initiatives.
<i>What's our Goal?</i>	Council is recognised within the sector and the local community as leader in the provision of effective community development programs and initiatives.
<i>Why focus on this?</i>	Council has a number of effective community development programs already under operation. Maximising the outcomes of existing initiatives provides an opportunity for more immediate impact than implementing new initiatives. Maximising existing initiatives also helps to maintain service efficiency in a tight financial environment and ensure that Council's investment in community development represents great value to ratepayers.
<i>How will we know we got there?</i>	<p>Data reveals a progressive increase in the recognition, impact and sustainability of Council's community development programs and initiatives. (Refer Section 3.2)</p> <p>Click here for Action Plan</p>



Focus Area 4 **Develop New Initiatives**

What's our Strategy? **Increase the use of a community development approach across the organisation's work units and programs.**

What's our Goal? All relevant work units actively seek out and apply community development opportunities.

Why focus on this?

Preparation of this Strategy has identified a number of Council programs in which a community development approach could be applied but is currently not. A community development approach equips communities to achieve desired local outcomes whilst reducing their reliance on Council service delivery, thus freeing up time and resources for Council to focus effort in communities which are not as well positioned to assist themselves.

How will we know we got there?

The range of community development programs and initiatives are consistently broadened in scope, reach and impact due to the increasing application of a community development approach across the organisation. (Refer [Section 3.2](#))

Click [here](#) for Action Plan

Focus Area 5

Activate Leadership and Increase Participation



What's our Strategy? **Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects.**

What's our Goal? Communities across Golden Plains have strong local leaders and high volunteer participation from diverse segments of the population.

Why focus on this?

Research undertaken during preparation of this Strategy found that communities perceive gaps in local leadership and broad range participation. Activating leadership and participation in local communities is important at two levels – it enhances individual wellbeing for people who actively participate, and enhances overall community wellbeing via the achievement of better project outcomes.

How will we know we got there?

Data reveals a progressive increase in active citizenship across Golden Plains Shire and a community perception of local leadership. (Refer [Section 3.2](#))

Click [here](#) for Action Plan

PART 3: OUR ACTION PLAN

3.1 Actions, Timeframes and Resources

Note: This Action Plan refers to a 'Cross-Council Community Development Working Group' (CCWG); the establishment of which is recommended at Action 2.1.

Focus Area 1: **Build Organisational Commitment**

Strategy: **Improve organisational positioning, commitment, resourcing and processes to further community development.**

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
1.1	Ensure that the organisation's leaders are committed to and actively drive a strong culture of community development across the organisation. This includes providing Councillors, FMT and Team Leaders with information, training and/or other professional development opportunities to enhance their understanding of the benefits of community development and in the value of investing in community development activities.	Councillors; FMT; Team Leaders; CCWG	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
1.2	Regularly profile successful community development projects across the organisation to increase understanding of what can be achieved and to build commitment and passion for community development.	CCWG; Communications & Marketing		√ \$500 Resourced	√ \$500 Resourced	√ \$500 Resourced
1.3	Ensure that decision-making and management of the organisation reflects a commitment to community development at an organisation wide level and contributes to the community development vision. (Note; this will include all relevant managers allowing staff to attend Community Development Working Group meetings, complete follow up community development work, and take a community development approach in their work.)	FMT and Team Leaders	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
1.4	Allocate available resources or seek additional resources to fund a Community Development Officer (initially part time, then increase to full time) to support the implementation of this strategy including supporting community groups through planning and delivering non-event projects.	Community Services Directorate	√ \$25,000 Contingent	√ \$40,000 Contingent	√ \$60,000 Contingent	√ \$85,000 Contingent
1.5	Update relevant Position Descriptions to include community development as a core role, responsibility and performance indicator for relevant positions	Relevant units; Human Resources Team; support		√ \$0 Officer time		√ \$0 Officer time

		from CCWG		only		only
1.6	Consider rename the Community Development Unit and the Community Development Team to reduce the perception that community development is the role and responsibility of just one part of the organisation.	CEO; Director – Community Services	√ \$0 Officer time only			
1.7	Review and identify policies and processes which inhibit community development and take action to remove barriers.	CCWG		√ \$0 Officer time only		√ \$0 Officer time only
1.8	Establish a process and resources to assist community members to more easily and effectively interact with Council on projects which involve community development outcomes. (Note: consider single point of contact or whether any existing processes can be adapted to achieve this outcome). Review process in year 3 to ensure it is still working well.	Community Events Officer and CCWG	√ \$0 Officer salary only		√ \$0 Officer time only	

Focus Area 2: Support Our Staff

Strategy: **Increase the capacity of council staff to use a community development approach.**

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
2.1	Establish a 'Cross-Council Community Development Working Group' (CCWG) of staff with knowledge, skills and/or responsibilities in community development. (Members likely to include Community Development Team Leader [convener], Volunteer Coordinator, Recreation Officer,, Youth Development Officer, Works representative, Community Services Administration Officer, Health and Wellbeing Officer, Playgroup officer, Community Engagement Officer and Senior Communications Officer).	Community Development Team Leader with support from FMT & Team Leaders	√ \$0 Officer time only	√ \$0	√ \$0	√ \$0
2.2	Develop a suite of support services available to staff from the CWG, including: <ul style="list-style-type: none"> - Introduction to community development training. - Advice on embedding a community development approach into program design. - Review of community development program plans. - Facilitating workshops to build capacity of community groups. - Assistance to design training and plans to support community groups to take ownership. - Reference tools such as fact sheets, simple <i>how to</i> guides, and key steps in designing and delivering a community development project. 	CCWG		√ \$0 Officer time only		√ \$0 Officer time only
2.3	Establish a community development service register / request system (similar to the IT Service Request system) so staff can log a support request and the Community Development Working Group will allocate the job to a member based on skills, expertise and time.	CCWG and IT Team		√ \$0 Officer time only		
2.4	Include an explanation and, where relevant, training in community development within the induction process for new staff.	Human Resources with Support from the Community Development	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only

		Team				
2.5	Use staff newsletter, intranet, office posters and other internal communications tools to raise and maintain awareness and understanding of community development across the organisation.	CCWG; Communication s & Marketing		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only

Focus Area 3: Maximise Existing Initiatives

Strategy: **Strengthen and maximise the impact of existing community development programs and initiatives.**

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
3.1	Continue to invest in the Community Planning program as Council's flagship community development program. This includes SEED funding for community plans.	Council	✓ \$130,000 Resourced	✓ \$130,00 Resourced	✓ \$130,000 Resourced	✓ \$130,00 Resourced
3.2	Implement all recommendations identified in the 2015 review of the Community Planning program to ensure continuous improvement and effectiveness of the program. This includes starting Community Planning in Bannockburn.	Community Development Team	✓ \$0 Resourced in above item	✓ \$0 Resourced in above		
3.3	Continue to invest in the community grants program.	Council	✓ \$130,000 Resourced	✓ \$130,000 Resourced	✓ \$130,000 Resourced	✓ \$130,000 Resourced
3.4	Review the Community Grants program to identify any improvements that may improve the impact of the program for the community.	Recreation Officer		✓ \$0 Officer time only		
3.5	Continue to provide the community with events support and advice. Ensure the support provided to event organisers includes capacity building and networking (not just compliance related advice).	Community Events Officer	✓ \$0 Officer time only	✓ \$0 Officer time only	✓ \$0 Officer time only	✓ \$0 Officer time only
3.6	Review capacity building programs relating to sporting clubs and management committees for maximum effectiveness.	Recreation Team with support from the CCWG		✓ \$0 Officer time only		
3.7	Implement capacity building programs for sporting clubs and management committees.	Recreation Team	✓ \$3000 Resourced	✓ \$3000 Resourced	✓ \$3000 Resourced	✓ \$3000 Resourced
3.8	Provide <i>GEM of an Idea</i> grants, Active Travel grants and Seniors Week grants.	Health and	✓	✓	✓	✓

		Wellbeing & Aged and Disability Teams	\$12,000 Resourced (IHP Funding)	\$12,000 Resourced (IHP Funding)	\$12,000 Resourced (IHP Funding)	\$12,000 Resourced (IHP Funding)
3.9	Review space and reduced rates for community groups to meet in Council's Community Centres (The Well, BCC and Northern Community Centre).	Health and Wellbeing Team		√ \$0 Officer time		
3.10	Submit community development program and initiatives for awards and publications to increase recognition and to profile the work and local participation.	CCWG & Responsible Unit	√ \$0 Officer Time	√ \$0 Officer Time	√ \$0 Officer Time	√ \$0 Officer Time
3.11	Consider an organisation-wide branding for community development programs and initiatives to provide visibility within Council and the community regardless of which Unit is responsible for the particular project or initiative.	CCWG; FMT		√ \$2000 Resourced		
3.12	Continue to provide training to community groups to build capacity and sustainability of community action (Training Calendar).	CCWG and relevant units	√ \$17,000 Resourced	√ \$17,000 Resourced	√ \$17,000 Resourced	√ \$17,000 Resourced
3.13	Continue to provide design advice, project management support and other relevant assistance to community groups and clubs in relation to new facility development and the improvement of existing facilities and infrastructure.	Works Unit / Community Projects Team	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only

Focus Area 4: Develop New Initiatives

Strategy: **Increase the use of a community development approach across the organisation's work units and programs.**

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
4.1	Work relevant Units of Council to identify programs in which a community development approach could be strengthened or implemented, and to develop an implementation plan.	Relevant Unit with support from the CCWG		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
4.2	As appropriate, support relevant Council Units to work with communities to transition specific projects and programs from being owned and driven by Council, to being community-owned and locally-driven.	Relevant Team with support from the CCWG		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
4.3	Apply a community development approach to Bush Playgroups, Family Day Care and other relevant current and future programs.	Children and Family Services Team		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
4.4	Apply a community development approach to walking groups, Trail Blazers and Food Security program initiatives and other relevant current and future programs.	Health and Wellbeing Team	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
4.5	Explore options for the establishment of a system in which Council sources and coordinates donations of cash and in-kind support for use by local communities and groups to undertake projects and programs with a community development focus.	CCWG, Economic Development & Communications		√ \$2000 Resourced	√ \$0 Officer time only	√ \$0 Officer time only
4.6	Develop a 'Skills Bank' in which people volunteer a skill for a specified amount of time, which community groups can draw on. (E.g., professional service, labour, artistic etc).	Volunteer Coordinator & CCWG		√ \$3000 Resourced	√ \$0 Officer time only	√ \$0 Officer time only
4.7	Develop an 'Equipment Bank' where community groups can list assets or resources they have, that could be hired or lent by other community groups. The Asset Bank can be hosted on the Community Directory. The borrowers and lenders will do arrangements directly; this is just an information portal to make	CCWG			√ \$3000 Resourced	√ \$0 Officer time only

	the connection.					
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Focus Area 5: Activate Leadership and Increase Participation

Strategy: **Encourage and support local leadership and active participation in community groups, volunteer organisations and local projects.**

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
5.1	Support council staff to identify and develop leadership in community groups they work with, as well as support groups to increase and diversify participation.	CCWG		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
5.2	Offer training sessions on leadership and maximising participation in community life to Council staff and community groups.	CCWG or Community Development Team		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
5.3	Develop a marketing strategy and communications campaign for the online Community Directory to promote community run events and projects to attract increased participation in community life.	Community Development Team; Communications & Marketing	√ \$2000 Resourced	√ \$0 Officer time only	√ \$2000 Resourced	√ \$0 Officer time only
5.4	Celebrate volunteers and active citizens through an annual recognition event and other activities such as stories in local media and council publications.	Volunteer Coordinator	√ \$15,600 Resourced	√ \$15,600 Resourced	√ \$15,600 Resourced	√ \$15,600 Resourced
5.5	Encourage and assist community groups to promote their projects, events and successes via the Community Directory and other local publications to raise a positive profile of active citizenship and community involvement.	CCWG; Communications & Marketing, Events Officer	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
5.6	Acknowledge and celebrate community project successes and attend project openings.	Councillors; Communications & Marketing; CCWG	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
5.7	Focus additional effort to support communities and increase participation where volunteer data has identified low participation levels. Refer Appendix 1 (page 25).	Whole of Council		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only

3.2 Monitoring and Evaluating Our Progress

	Action	Responsibility	2015-2016	2016-2017	2017-2018	2018-2019
i.	Undertake research into the social return on Council's investment in community development.	Community Development Team	√ \$5,000 Resourced			√
ii.	Prepare a survey for Council staff and community volunteers and identify other sources of relevant quantitative data to measure progress against the Strategies, Goals and Actions in the five Focus Areas.	CCWG	√ \$0 Officer time only			
iii.	Capture data (as outlined in point ii above), establish baseline, and report to stakeholders.	CCWG	√ \$500 Resourced			
iv.	Having regard to the baseline (year 1) data, set annual targets for each subsequent year.	CCWG	√ \$0 Officer time only			
v.	Conduct the survey, measure performance against the relevant annual target, and report to stakeholders.	CCWG		√ \$0 Officer time only	√ \$0 Officer time only	√ \$0 Officer time only
vi.	Investigate the potential establishment of a Community Development Advisory Group in which members of the community provide feedback and advice to Council on the planning, effectiveness and evaluation of its community development programs.	Community Development Team		√ \$0 Officer time only		

APPENDICES

APPENDIX 1 – ISSUES AND OPPORTUNITIES

This 'Issues and Opportunities' section is informed by:

- Feedback received during the (stage 1) consultation phase at the commencement of preparation of this Strategy – Refer [Appendix 2](#).
- Activity mapping of council and community-based community development work – Refer [Appendix 3](#).
- Local community profiles including relevant census data – Refer [Appendix 4](#)

Analysis of the above has led to the identification of the following five key issues and opportunities.

1. Community Development as a Strategy to Achieve the Council Vision

Council's Vision that *'Golden Plains offers a lifestyle and opportunities that foster social, economic and environmental well-being'* is, quite rightly, broad ranging in its scope and multi-faceted in terms of the actions required if the vision is to be achieved. Yet, Council has limited resources and an increasingly 'competitive' set of infrastructure and service delivery funding demands to balance. It can only achieve so much alone. Community development should respond to an enormous opportunity to activate and mobilise hundreds of community groups and thousands of community members to take action and achieve local outcomes that contribute to social, economic and environmental wellbeing.

2. Organisational Knowledge of Community Development

The consultation process has revealed a significant disparity across Council in terms of community development knowledge. Both a high level knowledge is required if community development is to be an integral part of organisational culture, and a working / technical knowledge is required if staff across the organisation are to effectively implement community development principles in their work.

3. Organisational Commitment to Community Development

Despite varying levels of knowledge about community development, a strong commitment to community development is evident across Council. The form this commitment takes is an important issue. Whilst it is good if commitment means *willingness*, this can become somewhat meaningless without sufficient leadership resources, systems and processes in place across the organisation to support the achievement of community development outcomes.

The consultation process has revealed that Council staff feel that the extent to which they can proactively undertake community development is constrained by time and resources. A

significant number of respondents explained that they only have time to deal with community queries, although they recognise that this is not beneficial in terms of long-term, sustainable development. Not being formally mandated to undertake community development is also a constraint as this then impacts on resource allocation, job descriptions and performance indicators.

4. Whole of Council Approach (for a Whole of Council Vision)

Given that the achievement of Council's Vision requires the commitment and involvement of every Department / Unit across the organisation, all parts of the organisation have a role to play in supporting, activating and/or mobilising the community to take action and achieve outcomes relevant to the particular area of the Unit's work.

The critical questions in embedding a whole of Council approach to community development are not so much about 'who does' community development, but (a) how and by whom staff are equipped and supported to use a community development approach, (b) how effectively the organization as a whole performs its community development function, and (c) the extent to which potential community development opportunities are being maximized. The Community Development Strategy includes Actions to address these issues.

There is an evident appetite within Council for a more consolidated approach to community development that consolidates activities and builds collaboration and coordination across departments. There was little awareness within departments of what was occurring in other departments and it was revealed that it was not until activities overlapped or communities raised complaints that various teams would be required to communicate. While having a dedicated Community Development Unit is important for coordination and the like, this should not be used by other departments as an excuse to avoid accountability for community development.

The above poses an interesting set of questions about the purpose and function of the Community Development Unit. That is, if community development is everyone's responsibility, what does the Community Development Unit do? Furthermore, given that there is a 'Community Development Team' within the Community Development Unit, do other teams in the Community Development Unit not use a community development approach? It should also be noted that there are no Community Development Unit staff entirely dedicated to direct community development work. Instead staff use a community development approach, as do other parts of Council.

The use of terminology around a complex and often misunderstood discipline and set of organisational arrangements is important. Whilst good corporate labelling does not necessarily provide full clarity and enhanced understanding, it at least avoids creating confusion. The terminology / labelling around community development could be reconsidered to assist in progressing toward a whole of Council approach.

5. Enhancing the Capacity of Communities to Achieve More

If the active involvement of communities themselves is so crucial to the achievement of local objectives and Council's Vision, it is vital that communities are sufficiently equipped with support, local leadership, skills and volunteers in order to successfully engage in work that delivers local community development outcomes.

The 2011 ABS Census found that in the twelve months prior to the census, the proportion of local population which had undertaken voluntary work through an organisation or group was as follows:

- Australia 17.8% of the total population
- Victoria 17.7%
- Golden Plains 22.1%

From highest to lowest:

- Mannibadah 35.0%
- She Oaks 33.8%
- Rokewood 30.8%
- Shelford 30.8%
- Inverleigh 28.8%
- Maude 27.6%
- Berringa 26.5%
- Napoleons 25.2%
- Meredith 24.1%
- Batesford 23.9%
- Linton 22.0%
- Smythes Creek 21.6%
- Scarsdale 21.5%
- Teesdale 21.5%
- Smythesdale 20.6%
- Ross Creek 20.4%
- Lethbridge 19.8%
- Haddon 18.9%
- Dereel 18.8%
- Enfield 18.5%
- Bannockburn 17.7%
- Garibaldi 16.5%

Survey findings and a recent review of the Community Planning Program indicate that there is a level of social capital within communities across the shire that can be leveraged for community-driven development activities. Communities reportedly strongly believe that they should drive

their own development. With half of the population being involved in some form of volunteer activity within their community, there is a willingness and commitment amongst residents to contribute and improve their communities. The challenge for Council is to support these community members and to tap into the remaining 50% of the population as community development activities are planned and progressed.

There is a low level of confidence among residents in their community leaders and in the connectivity and collaboration within their communities. This should be considered when planning community development activities and warrants a review of how capacity building of community leaders can be supported by Council. Stronger local leadership along with volunteer support and other capacity building measures may help community clubs and organisations to move up within the following 'Community Development Spectrum' of *Community-to-Council* input:

Level 1:	Community Drive – Independent
Level 2:	Community Drive – Council Supported
Level 3:	Equal Partnership between Community and Council
Level 4:	Council Driven – Community Supported
Level 5:	Council Driven – Community Engagement

The Community Development Spectrum and the potential to transition programs toward greater community ownership is explored in detail at Appendix 3.

APPENDIX 2 – STAGE 1 CONSULTATION OUTCOMES

Preparation of this Community Development Strategy involved the engagement of Councilors and staff at two stages – stage 1 being initial research at the commencement of the project, and stage 2 being at the draft Strategy phase. The first stage comprised:

- **Key Informant Interviews**

Sixteen semi-structured key informant interviews were undertaken, comprising 15 staff members (2 manager/senior managers; 5 team leaders; 8 officer level) and one Councillor. Interviews were designed to seek perceptions of and insight into the strengths and challenges of Council's approach to community development and to establish the extent to which community development is understood within Council.

- **Focus Group Discussions**

Two focus groups were held with Community Coordinators. Whilst the objective was to ascertain community perceptions and insight into the Community Planning Program, the feedback received has some relevance to the broader Community Development Strategy.

- **Speak Up Survey**

In conjunction with a separate review of Council's community engagement activities, a survey targeting council employees, shire residents and business owners was circulated including questions about Council's community development activities and perceptions thereof. The Survey, titled 'Speak Up', generated more than 400 responses. Recognizing that some respondents fell into more than one category, survey responses were received from Shire residents (77.2%), business owners (18%) and Council employees (24.75%).

The information gathered from the interviews, focus groups and survey revealed the following key themes, trends and issues.

- **Community Development Understanding and Implementation**

Understanding about community development varies greatly among Council employees. Some respondents were unsure what community development is and whether their role involves community development, whilst some had a very clear understanding of these points. Some respondents dealt directly with the community but did not view that as community development, as they felt community development was the responsibility of the Community Development Team.

Communities were not asked to define community development, however survey results revealed strong aspirations for community members to take action to improve their own community.

Key statistic include:

- 88.24% of employees surveyed believed community development is a process where community members come together to take collective action and generate solutions to common problems.
- 57% of Council employees are not required to undertake community development as part of their role.
- 93% of residents surveyed believed it was important for community members to take action to improve their own community.

➤ **Social Capital, Community Leadership and Participation**

About half of Golden Plains residents feel a sense of connection and opportunity for involvement in their communities. Many residents are part of multiple community groups. The numbers of groups vary between communities and there is a high level of collaboration between community groups and other stakeholders. However, the survey revealed a perception of a lack of community involvement / participation from community members, whilst a common theme expressed during the interviews and focus group discussions was that the 'same people are left to do all the work'.

Roughly half of the population believe their community is proactive in seeking to improve their community and a similar number of people feel there are opportunities to contribute to the development of their communities. However, there is low confidence in the strength of community leaders, networks and connectivity.

Key statistic include:

- 47% of residents surveyed felt there were opportunities to contribute to the development and improvement of their community.
- 59% of residents surveyed reported a strong sense of connection to their community.
- 48% of residents surveyed are part of a group or project designed to benefit their community.
- 78% of residents surveyed reported that the group they were involved with worked with other groups, stakeholders and partners.
- 61% of residents surveyed reported a lack of community involvement or broad level participation from community members.
- 47% of surveyed residents believed their community took collective action to improve their communities.
- 26% of surveyed residents felt their community had strong leaders.

- 21% of survey residents felt their community had strong networks, connections, cooperation and coordination between all segments.

➤ **Council Capacity**

Community development is recognised as important work for Council, although many Council staff interviewed felt there was very little scope within their current roles to implement or influence community development. There was a strong perception that whilst Council's approach to community development was solid, with a strong focus on working with communities, this is diluted by a lack of collaboration and coordination between departments, and by lack of resourcing, in that employees feel they only have the time to respond to community concerns, rather than being able to work with communities to plan activities.

Key statistic include:

- 100% of employee survey respondents cited community development as important work for Council.
- 6 of the 15 Council employees interviewed reported a significant 'community development' focus in their role.
- 9 out of the 15 Council employees interview reported no or very limited and/or defined community element aspects to their roles.

APPENDIX 3 – CD ACTIVITY MAPPING & CATEGORIZATION

Kim Stanley-Eyles

This summary identifies the current (as from 31 March 2015) Community Development activities delivered in the Golden Plains Shire. Council interacts with the community in many different capacities across all departments and most roles.

This summary focusses on:

- the specific activities, projects and programs that meet true Community Development criteria as opposed to Community Engagement or service delivery
- identifies where each activity falls on a Community Development Spectrum
- how much is currently invested in the activity by Council and
- what potential there is to transition the activity up the Spectrum in the future.

This summary is an initial discussion document only and more research is required to provide additional information and detail required for a deeper analysis.

The scale that this document will be using to measure Council activities against Community Development ideals is shown in Diagram 1.

Using this as the framework, Council activities that have been identified in categories 2, 3 and 4 can be shown in Diagram 2.

An additional measurement has been added in this diagram to identify each activity's potential to be transitioned up the Community Development Spectrum through the investment of time, funding, training or resources. This potential transition scale is as follows:

- (1) Could transition up the Community Development Spectrum with a little investment of time, funding, training or resources
- (2) Could transition up the Community Development Spectrum with a significant investment of time, funding, training or resources
- (3) The inherent nature of the activity requires the existing balance of investment/ relationship between Council and Community to remain the same – it is not expected to transition up the Community Development Spectrum.

Note: the Dereel Bushfire Recovery work was completed in January 2015. It is included in the activities list as the program has achieved flow on community development benefits that can be tapped into. It is not included in the investment list as no further resourcing is being devoted to this program. Most of the community groups started in this project are continuing, and have a great capacity to assist in ongoing and future Dereel projects such as the Dereel Hall upgrade, skate park upgrade, Men's Shed development, Community Garden, Artspace and Dereel Swamp walk way/tourism infrastructure.

Diagram 1 – Community Development Spectrum – Community/Council Input

1) Community Driven – Independent activities are not easily documented as they often run outside of Council knowledge or influence. Although very important, and showing the highest level of capacity and independence the community has to plan and implement their own Community Development activities, they are beyond the scope of this review and so will not be included. It would be beneficial to identify major groups/programs/projects at this level that Council could tap into to support and promote Level 4 and 5 activities and help to transition up initiatives lower on the spectrum through peer and community networking.

2) Community Driven – Council Supported are considered the highest level of Community Development from a Council perspective for the purposes of this review, as it demonstrates true community leadership and capacity requiring only the support from Council required to fulfil legal, administrative or safety requirements (for example grant applications, event applications and permits)

3) Equal Partnership between Community and Council initiatives that show an equal commitment between Community and Council demonstrated by time, money, in kind and other investments as required by the nature of the initiative are important for inclusion in this review. Many of the initiatives currently in this relationship have potential to be supported so that the Community can take an increasingly more active role in decision making, delivery and ownership.

4) Council Driven – Community Supported activities that have potential to transition higher up the spectrum with strategic injections of money, time, capacity building or other Council support will be included in this review. Many highly successful Community Development initiatives have begun at the Council Driven – Community Supported level.

5) Council Driven – Community Engagement activities where Council planned and delivered services, programs, projects and strategies will not be included in this review. Although important, and having a sometimes significant input from Community, they offer different levels of awareness, education and engagement opportunities rather than true Community Development.

Diagram 2 – GPS Activities and Capacity to Transition

<i>CD Spectrum (Transition Potential) Unit/Team/Officer</i>	<i>Name of Activity (Investment Level)</i>
2) Community Driven – Council Supported	
2 (2) Community Services Directorate	Dereel Bushfire Recovery (NA)
2 (2) Health & Wellbeing Team	Healthy Active Communities (1)
2 (3) Aged & Disability Services Team	Pinarc School Holidays Program (1)
2 (3) Aged & Disability Services Team	Super Fun Day (1)
2 (3) Arts & Culture Officer	General Arts Grants (in development) (3)
2 (3) Events & Information Unit	Community Events (4)
2 (3) Health & Wellbeing Team	Active Travel – Walk to School Grants (3)
2 (3) Health & Wellbeing Team	Gem of an Idea Grants (3)
2 (3) Recreation Team	Community Grants (6)
2 (3) Recreation Team	Golf Course Activities and Promotion (1)
3) Equal Partnership between Community and Council	
3 (1) Recreation Team	Sports Club Development Program (2)
3 (1) Recreation Team	Dereel Development (1)
3 (2) Arts & Culture Officer	Arts Inc (2)
3 (2) Community Development Team	Community Coordinators/Planning/ Seed Funding (6)
3 (2) Recreation Team	Men's Sheds (1)
3 (2) Recreation Team	Smythesdale Public Gardens and Rotunda (1)
3 (2) Recreation Team	Teesdale Works (4)
3 (2) Youth Officer	FreeZa Committees and Youth Voice (3)
3 (3) Aged & Disability Services Team	Geelong Regional Home Library Partnership (1)
3 (3) Aged & Disability Services Team	Bannockburn Aged Care Partnership (1)
3 (3) Children & Family Services Team	Kindergarten Committees (1)
3 (3) Recreation Team	Rokewood/Corindhap Works (1)
3 (3) Recreation Team	Ross Creek/ Smythes Creek Works (1)
4) Council Driven – Community Supported	
4 (1) Youth Officer	SK8 League (Barwon South West and Smythesdale) (2)
4 (2) Arts & Culture Officer	Arts Trail (3)
4 (2) Children & Family Services Team	Early Years (3)
4 (2) Recreation Team	Bannockburn Works (1)
4 (2) Recreation Team	Dereel Works (6)
4 (2) Recreation Team	Haddon Works (1)
4 (2) Recreation Team	Illabarook/Rokewood Junction/Cape Clear Works (1)
4 (2) Recreation Team	Inverleigh Works (1)
4 (2) Recreation Team	Mannibadar Works (4)
4 (2) Recreation Team	Maude/Steiglitz Works (4)
4 (2) Recreation Team	Section 86 & DEPI Community Committees (1)
4 (2) Recreation Team	Lethbridge Works (4)
4 (2) Recreation Team	Linton Works (1)
4 (2) Recreation Team	Napoleons Works (1)
4 (2) Recreation Team	Smythesdale/Scarsdale Works (4)
4 (2) Volunteer / Emergency Management Officers	Spontaneous Volunteerism (in development) (1)
4 (2) Youth Officer	National Youth Week (2)
4 (3) Aged & Disability Services Team	Ageing Well – PAGG program redevelopment (5)
4 (3) Arts & Culture Officer	Toe in the Water Grants (in early development) (3)
4 (3) Children & Family Services Team	Healthy Families (4)
4 (3) Health & Wellbeing Team	The Well (5)
4 (3) Volunteer Officer	Volunteer Training Calendar (2)

Summary Points:

- 42 activities are built into the regular work time of at least one GPS staff member. Many of the activities require cross-council cooperation where a number of other staff, departments and roles will have significant input into the successful completion of the activity, so actual hours spent on each activity may be difficult to determine. More information will need to be obtained for more accurate time allocations.
- 1080+ hours per annum have been identified as minimum devoted time spent on seven projects where an employee is specifically employed to focus on that activity at some time. Most of these are regular weekly time allocations; however the Arts Trail has specific additional staffing needs for the weekend of the event:
 - Ageing Well – PAGG program redevelopment
 - Arts Trail
 - Community Coordinators/ Planning / Seed Funding
 - Community Events
 - Community Grants
 - Early Years
 - The Well
- For the 21 activities where Council funding is allocated, \$637,400 is budgeted across 14 activities with the other seven activities having a non-specific budget at this stage. In some cases this is due to actual delivery targets still being determined (such as the majority of the Recreation Works being planned), investment locations not yet identified (some activities such as equestrian centre development or tennis court upgrades have an as yet undetermined share of an overall budget), or applications for grant have not been submitted as yet to work out how many will be successful.
- 10 Council Units, Teams and Officers are delivering 44 activities that are included in categories 2, 3 and 4 on the Community Development Spectrum:
 - Aged & Disability Services Team
 - Arts & Culture Officer
 - Children & Family Services Team
 - Community Development Team
 - Emergency Management Officer
 - Event & Information Unit
 - Health & Wellbeing Team
 - Recreation Team
 - Volunteer Officer
 - Youth Officer
- 27 activities have potential to transition up the spectrum given an investment
- Three activities could transition with a small investment:
 - Dereel Development (Community Hall and Skate park redevelopments)
 - Sports Club Development Program
 - SK8 League
- 24 activities could transition with a more substantial investment
- 18 activities would not be expected to transition as they are already at optimal Council/Community partnership level.

APPENDIX 4 – COMMUNITY PROFILES

Introduction

The below demographic snapshots provide a high level overview of key social-economic indicators of communities located within Golden Plains Shire. Further, detailed socioeconomic data and community profiles can be found via the Golden Plains Shire Council website at <http://profile.id.com.au/golden-plains>.

Data has been sourced from the Australian Bureau of Statistics 2011 Population and Housing Census, the abovementioned profile.id website and the Australian Government's Department of Employment. Communities profiled fall into the ABS Census classifications as outlined in Table 1.

Table 1 ABS Census collection classifications

State Suburb	Gazetted Locality
Bannockburn	
Batesford	
Berringa	Staffordshire Reef, Cape Clear, Illabarook,
Dereel	
Enfield	
Garibaldi	Grenville
Haddon	
Inverleigh	
Lethbridge	
Linton	
Mannibadar	
Maude	
She Oaks	Steiglitz
Meredith	
Napoleons	
Rokewood	Corindhap
Ross Creek	
Smythes Creek	
Scarsdale	
Shelford	
Smythesdale	
Teesdale	

Geographical context

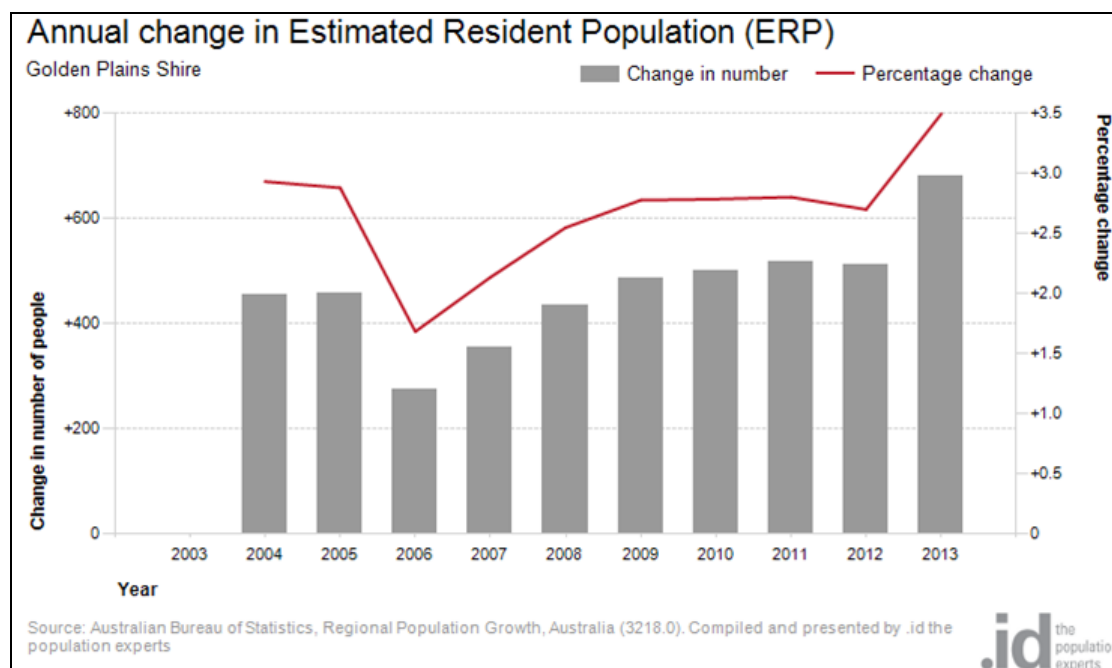
Golden Plains Shire is located in south-western Victoria, situated between Ballarat to the north and Geelong to the South East and about 100km from the Melbourne CBD. It comprises approximately 2,705 km of predominately rural land. In 2011, the Shire recorded a population of 20,151 residents across 35 communities and 16 townships. Bannockburn is the Shire's largest service centre with Ballarat and Geelong the next major urban centres outside of Melbourne.

Population

Table 2 Golden Plains Shire and Victoria Demographic Snapshot- 2011

Characteristic	Golden Plains Shire LGA	Victoria
Population, 2011	18,215	5,351,226
Average age, 2011	39	37
Indigenous population	0.7%	0.7%
Birthplace - Australia	86%	68%
Average household size (persons)	2.8	2.6
Grade 12 completion (or equivalent)	27%	40%
Unemployment Rate (DEEWR Dec 2014)	4.8%	5.3%
Median weekly household income	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,500	\$1,700
Median weekly rent	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	22.1%	17.7%

The population of Golden Plains Shire is growing. From 2006 to 2011, Golden Plains Shire's population increased by 2,115 people (13.2%). This represents an average annual population change of 2.51% per year over the period.



The 2011 Census data revealed 28.3% of the population was aged between 0 and 17, and 17.2% were aged 60 years and over, compared with 22.7% and 19.3% respectively for Victoria. The most significant changes in the demographic profile between 2006 and 2011 were recorded in the following age groups:

- 60-69 years (+600 people)
- 35-49 years (+295 people)
- 70-84 years (+242 people)
- 18-24 years (+207 people)

The above figures represent an increase in recent retirees, or 'empty nesters', parents and homebuilders, seniors and young adults.

The December 2014 Quarter unemployment rate for Golden Plains Shire was 4.8%, lower than the national rate of 6.1% and the Victorian rate of 5.3% for the same quarter. Overall, the Shire has a low Year 12 completion rate, however weekly household incomes are on par with broader state averages. The cost of living is lower than the State average with lower monthly mortgage and rental repayments.

Community Profiles

Demographic and other key statistics relating to individual communities across Golden Plains appear on the following pages. Information about local organisations and groups in each community is available on Council's on-line community directory, accessible at: <https://www.goldenplainsdigital.com.au/community-directory>

1. Bannockburn (SSC)

Population profile:

- Younger population (average age) than both the broader Golden Plain Shire and Victoria.
- Small Indigenous population
- Predominantly Australian born
- Slightly larger household sizes than broader Golden Plains Shire.
- Significantly higher weekly household incomes than Golden Plains Shire.
- Mortgage repayments and rent higher than Golden Plains Shire.

Table 3 Bannockburn Demographic Snapshot

Characteristic	Bannockburn	Golden Plains Shire LGA	Victoria
Population, 2011	3,431	18,215	5,351,226
Average age, 2011	34	39	37
Indigenous population	0.6%	0.7%	0.7%
Birthplace - Australia	86%	86%	68%
Average household size (persons)	3	2.8	2.6
Grade 12 completion (or equivalent)	27%	27%	40%
Median weekly household income	\$1,477	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,733	\$1,500	\$1,700
Median weekly rent	\$265	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	17.7%	22.1%	17.7%

Source: ABS Census of Population and Housing 2011, Place of Enumeration Profiles, unless otherwise stated.

2. Batesford (SSC)

Population profile:

- Younger population (median age) than Golden Plains Shire.
- Predominantly Australian born.
- Larger average household sizes than Golden Plains Shire and Victoria.
- Higher secondary school completion than Golden Plains Shire, although lower than State averages.
- Significantly higher median weekly household incomes than Golden Plains Shire and Victoria.
- Median monthly mortgage repayments comparable to Golden Plains Shire.

Table 4 Batesford Demographic Snapshot

Characteristic	Batesford	Golden Plains Shire LGA	Victoria
Population, 2011	717	18,215	5,351,226
Average age, 2011	37	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	3.6	2.8	2.6
Grade 12 completion (or equivalent)	30%	27%	40%
Median weekly household income	\$1,859	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,509	\$1,500	\$1,700
Average weekly rent	0	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	23.9%	22.1%	17.7%

3. Berringa

Includes Staffordshire Reef, Cape Clear, Illabarook

Population profile:

- Significantly older (median average age) population than Golden Plains Shire and Victoria
- Predominantly Australian born
- Smaller household sizes than Golden Plains Shire
- Significantly lower median weekly incomes than Golden Plains Shire.
- Significantly lower weekly rent and monthly mortgage repayments

Table 5 Berringa Demographic Snapshot

Characteristic	Berringa	Golden Plains Shire LGA	Victoria
Population, 2011	381	18,215	5,351,226
Average age, 2011	52	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	85%	86%	68%
Average household size (persons)	2.1	2.8	2.6
Grade 12 completion (or equivalent)	25%	27%	40%
Median weekly household income	\$700	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1000	\$1,500	\$1,700
Median weekly rent	\$56	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	26.5%	22.1%	17.7%

4. Dereel

Population profile:

- Higher Indigenous population than Golden Plains Shire and Victoria.
- Predominantly Australian born.
- Slightly higher secondary school completion rates than Golden Plains Shire, although significantly lower than Victoria.
- Significantly lower median household incomes than Golden Plains Shire and Victoria.
- Lower weekly rent and monthly mortgage repayments than Golden Plains Shire and Victoria.

Table 6 Dereel Demographic Snapshot

Characteristic	Dereel	Golden Plains Shire LGA	Victoria
Population, 2011	564	18,215	5,351,226
Average age, 2011	40	39	37
Indigenous population	2%	0.7%	0.7%
Birthplace - Australia	85%	86%	68%
Average household size (persons)	2.6	2.8	2.6
Grade 12 completion (or equivalent)	29%	27%	40%
Median weekly household income	\$736	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,083	\$1,500	\$1,700
Median weekly rent	\$100	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	18.8%	22.1%	17.7%

5. Enfield

Population profile:

- Younger average age than Golden Plains Shire and Victoria.
- Higher Indigenous population than Golden Plains Shire and Victoria.
- Predominantly Australian born.
- Lower median weekly household incomes than Golden Plains Shire and Victoria,
- Lower median monthly mortgage repayments than Golden Plains Shire, but significantly higher weekly rental payments.

Table 7 Enfield Demographic Snapshot

Characteristic	Enfield	Golden Plains Shire LGA	Victoria
Population, 2011	384	18,215	5,351,226
Average age, 2011	36	39	37
Indigenous population	2%	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	2.6	2.8	2.6
Grade 12 completion (or equivalent)	28%	27%	40%
Median weekly household income	\$961	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1387	\$1,500	\$1,700
Median weekly rent	\$270	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	18.5%	22.1%	17.7%

6. Garibaldi

Includes Grenville

Population Profile:

- Median age of population reflects that of broader Golden Plains Shire.
- Predominantly Australian born
- Average household size reflects that of Golden Plains Shire.
- Higher secondary education completion rates than Golden Plains Shire.
- Median weekly household incomes slightly lower than Golden Plains Shire.
- Median monthly mortgage repayments on par with that of Golden Plains Shire.

Table 8 Garibaldi Demographic Snapshot

Characteristic	Garibaldi	Golden Plains Shire LGA	Victoria
Population, 2011	282	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	0%	0.7%	0.7%
Birthplace - Australia	84%	86%	68%
Average household size (persons)	2.8	2.8	2.6
Grade 12 completion (or equivalent)	33%	27%	40%
Median weekly household income	\$1,125	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,517	\$1,500	\$1,700
Median weekly rent	\$250	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	16.5%	22.1%	17.7%

7. Haddon

Population Profile

- Average median age reflects that of Golden Plains Shire
- Slightly higher Indigenous population than Golden Plains Shire.
- Lower secondary school completion rate than Golden Plains Shire.
- Median weekly household incomes comparable to Golden Plains Shire.
- Median monthly mortgage repayments comparable to Golden Plains Shire
- Median weekly rents significantly higher than Golden Plains Shire.

Table 9 Haddon Demographic Snapshot

Characteristic	Haddon	Golden Plains Shire LGA	Victoria
Population, 2011	1,341	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	89%	86%	68%
Average household size (persons)	2.9	2.8	2.6
Grade 12 completion (or equivalent)	24%	27%	40%
Median weekly household income	\$1,199	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,517	\$1,500	\$1,700
Median weekly rent	\$325	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	18.9%	22.1%	17.7%

8. Inverleigh

Population profile:

- Average age reflects that of Golden Plains Shire
- Small non-Australian born population
- Secondary school completion rate significantly higher than that of Golden Plains Shire.
- Median weekly household incomes slightly higher than Golden Plains Shire.
- Median monthly mortgage repayments reflects that of Golden Plains Shire.

Table 10 Inverleigh Demographic Snapshot

Characteristic	Inverleigh	Golden Plains Shire LGA	Victoria
Population, 2011	1,104	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	96%	86%	68%
Average household size (persons)	2.8	2.8	2.6
Grade 12 completion (or equivalent)	31%	27%	40%
Median weekly household income	\$1,307	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,517	\$1,500	\$1,700
Median weekly rent	\$190	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	28.8%	22.1%	17.7%

9. Lethbridge

Population profile:

- Younger median age than Golden Plains Shire and Victoria.
- Higher Indigenous population than Golden Plains Shire.
- Larger average household sizes than Golden Plains Shire.
- Slightly lower secondary school completion rates than Golden Plains Shire.
- Higher median weekly household incomes than Golden Plains Shire, and slightly lower monthly mortgage repayments.

Table 11 Lethbridge Demographic Snapshot

Characteristic	Lethbridge	Golden Plains Shire LGA	Victoria
Population, 2011	921	18,215	5,351,226
Average age, 2011	36	39	37
Indigenous population	2%	0.7%	0.7%
Birthplace - Australia	85%	86%	68%
Average household size (persons)	3.1	2.8	2.6
Grade 12 completion (or equivalent)	26%	27%	40%
Median weekly household income	\$1,355	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,424	\$1,500	\$1,700
Median weekly rent	\$250	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	19.8%	22.1%	17.7%

10. Linton

Population profile:

- Significantly older population than that of Golden Plains Shire and Victoria.
- Secondary school completions rates on par with Golden Plains Shire.
- Median weekly incomes significantly lower than Golden Plains Shire.
- Median monthly mortgage repayments and weekly rents lower than Golden Plains Shire.

Table 12 Linton Demographic Snapshot

Characteristic	Linton	Golden Plains Shire LGA	Victoria
Population, 2011	573	18,215	5,351,226
Average age, 2011	49	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	81%	86%	68%
Average household size (persons)	2.2	2.8	2.6
Grade 12 completion (or equivalent)	27%	27%	40%
Median weekly household income	\$722	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$975	\$1,500	\$1,700
Median weekly rent	\$160	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	22.0%	22.1%	17.7%

11. Mannibadar

Population Profile:

- Older population than Golden Plains Shire
- Predominantly Australian-born
- Lower secondary completion rate than Golden Plains Shire
- Lower weekly median income than Golden Plains Shire
- Significantly lower median mortgage repayments than Golden Plains Shire.

Table 13 Mannibadar Demographic Snapshot

Characteristic	Mannibadar	Golden Plains Shire LGA	Victoria
Population, 2011	193	18,215	5,351,226
Average age, 2011	45	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	93%	86%	68%
Average household size (persons)	2.5	2.8	2.6
Grade 12 completion (or equivalent)	24%	27%	40%
Median weekly household income	\$949	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$271	\$1,500	\$1,700
Median weekly rent	\$0	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	35.0%	22.1%	17.7%

12. Maude

Population Profile:

- Median age reflects that of Golden Plains Shire
- Higher secondary school completion rates than Golden Plains Shire
- Median weekly incomes on par with Golden Plains Shire
- Median monthly mortgage repayments slightly lower than Golden Plains Shire.

Table 14 Maude Demographic Snapshot

Characteristic	Maude	Golden Plains Shire LGA	Victoria
Population, 2011	294	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	3	2.8	2.6
Grade 12 completion (or equivalent)	31%	27%	40%
Median weekly household income	\$1,286	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,400	\$1,500	\$1,700
Median weekly rent	\$200	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	27.6%	22.1%	17.7%

13. Meredith

Population profile:

- Average age only slightly higher than that of Golden Plains Shire.
- Secondary school completion rates lower than Golden Plains Shire.
- Median weekly household incomes lower than Golden Plains Shire.
- Median monthly mortgage repayments lower than Golden Plains Shire.

Table 15 Meredith Demographic Snapshot

Characteristic	Meredith	Golden Plains Shire LGA	Victoria
Population, 2011	733	18,215	5,351,226
Average age, 2011	40	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	84%	86%	68%
Average household size (persons)	2.5	2.8	2.6
Grade 12 completion (or equivalent)	24%	27%	40%
Median weekly household income	\$1,066	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,408	\$1,500	\$1,700
Median weekly rent	\$150	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	24.1%	22.1%	17.7%

14. Napoleons

Population profile:

- Older average age than Golden Plains Shire.
- Higher secondary school completion rates than Golden Plains Shire.
- Higher weekly household incomes than Golden Plains Shire.
- Slightly higher monthly mortgage repayments than Golden Plains Shire.

Table 16 Napoleons Demographic Snapshot

Characteristic	Napoleons	Golden Plains Shire LGA	Victoria
Population, 2011	512	18,215	5,351,226
Average age, 2011	42	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	3	2.8	2.6
Grade 12 completion (or equivalent)	32%	27%	40%
Median weekly household income	\$1,382	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,582	\$1,500	\$1,700
Median weekly rent	\$228	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	25.2%	22.1%	17.7%

15. Rokewood

Includes Corindhap

Population Profile:

- Older recorded average age than Golden Plains Shire.
- Lower secondary school completion rate than Golden Plains Shire.
- Predominantly Australian-born.
- Lower average monthly mortgage repayments than Golden Plains Shire.

Characteristic	Rokewood	Golden Plains Shire LGA	Victoria
Population, 2011	422	18,215	5,351,226
Average age, 2011	44	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	88%	86%	68%
Average household size (persons)	2.5	2.8	2.6
Grade 12 completion (or equivalent)	21%	27%	40%
Median weekly household income	\$974	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,021	\$1,500	\$1,700
Median weekly rent	\$50	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	30.8%	22.1%	17.7%

Table 17 Rokewood Demographic Snapshot

16. Ross Creek

Population Profile:

- Average age slightly younger than Golden Plains Shire.
- Small Indigenous population.
- Average household size larger than Golden Plains Shire.
- Median weekly income slightly higher than Golden Plains Shire.
- Median monthly mortgage repayments in par with Golden Plains Shire.

Table 18 Ross Creek Demographic Snapshot

Characteristic	Ross Creek	Golden Plains Shire LGA	Victoria
Population, 2011	932	18,215	5,351,226
Average age, 2011	37	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	85%	86%	68%
Average household size (persons)	3.2	2.8	2.6
Grade 12 completion (or equivalent)	27%	27%	40%
Median weekly household income	\$1,447	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,517	\$1,500	\$1,700
Median weekly rent	\$200	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	20.4%	22.1%	17.7%

17. She Oaks

Includes Steiglitz

Population Profile:

- Older population than Golden Plains Shire.
- Significantly higher secondary school completion rate than Golden Plains Shire.
- Higher weekly median incomes than Golden Plains Shire.
- Lower monthly mortgage repayments than Golden Plains Shire.

Table 19 Her Oaks Demographic Snapshot

Characteristic	She Oaks	Golden Plains Shire LGA	Victoria
Population, 2011	224	18,215	5,351,226
Average age, 2011	49	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	2.4	2.8	2.6
Grade 12 completion (or equivalent)	35%	27%	40%
Median weekly household income	\$1,375	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,380	\$1,500	\$1,700
Median weekly rent	\$120	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	33.8%	22.1%	17.7%

18. Smythes Creek

Population Profile:

- Average age reflects that of Golden Plains Shire.
- Average household size also reflects that of Golden Plains Shire.
- Slightly higher secondary school completion rates than Golden Plains Shire.
- Median weekly household incomes higher than Golden Plains Shire.
- Median monthly mortgage repayments higher than Golden Plains Shire.

Table 20 Smythes Creek Demographic Snapshot

Characteristic	Smythes Creek	Golden Plains Shire LGA	Victoria
Population, 2011	1,371	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	0.4%	0.7%	0.7%
Birthplace - Australia	87%	86%	68%
Average household size (persons)	3	2.8	2.6
Grade 12 completion (or equivalent)	28%	27%	40%
Median weekly household income	\$1,327	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,658	\$1,500	\$1,700
Median weekly rent	\$224	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	21.6%	22.1%	17.7%

19. Scarsdale

Population Profile:

- Older average age than Golden Plains Shire.
- Small Indigenous population.
- Lower secondary school completion rate than Golden Plains Shire.
- Lower median weekly household income than Golden Plains Shire.
- Lower median monthly mortgage repayments than Golden Plains Shire.

Table 21 Scarsdale Demographic Snapshot

Characteristic	Scarsdale	Golden Plains Shire LGA	Victoria
Population, 2011	754	18,215	5,351,226
Average age, 2011	41	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	83%	86%	68%
Average household size (persons)	2.5	2.8	2.6
Grade 12 completion (or equivalent)	23%	27%	40%
Median weekly household income	\$945	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,127	\$1,500	\$1,700
Median weekly rent	\$145	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	21.5%	22.1%	17.7%

20. Shelford

Population Profile:

- Average age on par with Golden Plains Shire.
- Higher secondary school completion rate than Golden Plains Shire.
- Slightly lower median weekly householder income than Golden Plains Shire.
- Significantly lower median monthly mortgage repayment than Golden Plains Shire.

Table 22 Shelford Demographic Snapshot

Characteristic	Shelford	Golden Plains Shire LGA	Victoria
Population, 2011	308	18,215	5,351,226
Average age, 2011	39	39	37
Indigenous population	0	0.7%	0.7%
Birthplace - Australia	88%	86%	68%
Average household size (persons)	2.9	2.8	2.6
Grade 12 completion (or equivalent)	29%	27%	40%
Median weekly household income	\$1,169	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$650	\$1,500	\$1,700
Median weekly rent	\$175	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	30.8%	22.1%	17.7%

21. Smythesdale

Population Profile:

- Slightly younger average age than Golden Plains Shire.
- Lower secondary school completion rates than Golden Plains Shire.
- Slightly lower median weekly household incomes than Golden Plains Shire.
- Lower median monthly mortgage repayments than Golden Plains Shire.

Table 23 Smythesdale Demographic Snapshot

Characteristic	Smythesdale	Golden Plains Shire LGA	Victoria
Population, 2011	832	18,215	5,351,226
Average age, 2011	38	39	37
Indigenous population	0.4%	0.7%	0.7%
Birthplace - Australia	83%	86%	68%
Average household size (persons)	2.6	2.8	2.6
Grade 12 completion (or equivalent)	20%	27%	40%
Median weekly household income	\$1,111	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,192	\$1,500	\$1,700
Median weekly rent	\$180	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	20.6%	22.1%	17.7%

22. Teesdale

Population profile:

- Slightly younger average age than Golden Plains Shire.
- Secondary school completion rates on par with Golden Plains Shire.
- Higher median weekly household incomes than Golden Plains Shire.
- Higher median monthly mortgage repayments than Golden Plains Shire.

Table 24 Teesdale Demographic Snapshot

Characteristic	Teesdale	Golden Plains Shire LGA	Victoria
Population, 2011	1,438	18,215	5,351,226
Average age, 2011	38	39	37
Indigenous population	1%	0.7%	0.7%
Birthplace - Australia	82%	86%	68%
Average household size (persons)	3	2.8	2.6
Grade 12 completion (or equivalent)	27%	27%	40%
Median weekly household income	\$1,419	\$1,217	\$1,214
Median mortgage repayment (monthly)	\$1,700	\$1,500	\$1,700
Median weekly rent	\$230	\$200	\$277
Undertook voluntary work through an organisation or group in the year prior to the 2011 census	21.5%	22.1%	17.7%