

Leichhardt Municipal Council



AGENDA

ORDINARY MEETING

24 MAY 2011

SUPPLEMENTARY REPORT –

ITEM 16A

LEICHHARDT MUNICIPAL COUNCIL

ORDINARY MEETING OF COUNCIL

NOTICE IS HEREBY GIVEN OF THE FOLLOWING **SUPPLEMENTARY ITEM** FOR THE **ORDINARY MEETING** OF THE LEICHHARDT MUNICIPAL COUNCIL TO BE HELD IN THE COUNCIL CHAMBERS, LEICHHARDT TOWN HALL, 107 NORTON STREET, LEICHHARDT, ON **TUESDAY 24 MAY 2011**.

Peter Head
GENERAL MANAGER

17 MAY 2011

BUSINESS:

ITEM 16A IMPLEMENTING THE COMMUNITY & CULTURAL PLAN

LEICHHARDT MUNICIPAL COUNCIL

REPORT

DIVISION: ENVIRONMENTAL AND COMMUNITY MANAGEMENT
SUBJECT: IMPLEMENTING THE COMMUNITY AND CULTURAL PLAN
AUTHOR: ERLA RONAN – MANAGER SOCIAL PLANNING AND COMMUNITY DEVELOPMENT
FILE REF:
DATE: 3 August 2018
WORD PROCESSING REF:

DIRECTOR'S SUMMARY – ORGANISATIONAL IMPLICATIONS

Financial Implications: \$200,000 per annum allocated to Community and Cultural Plan in the draft budget.

Policy Implications: Proposal will assist in the ongoing development of policies, services, enhancements within Environment and Community Management directorate and across the organisation.

Leichhardt 2020+ Strategic Plan Objective: Community well-being
Accessibility
Place Where We Live & Work
A Sustainable Environment
Sustainable Services & Assets

Staffing Implications: New position, Team Leader, Policy and Planning in Social Planning and Community Development

Notifications:

Other Implications: Allows projects proposed under the Community and Cultural 4 year Service Delivery Plan to be implemented.

1. Purpose of Report

To advise Council of the work program delivered in 2010/11 in the development of the Community and Cultural Plan and of Council's commitment to evidence based research and community capacity building, and identifying resources required to invest in change management, strategy development and strategic programs to meet the community priorities identified in the Draft Leichhardt Community and Cultural plan.

2. Recommendations

That Council:

1. Note Council's commitment to building community capacity, adopted in the Community and Cultural Planning Framework
2. Note the continuing priority for building organisational capacity to support community and cultural outcomes including
 - a. driving and implementing a shift in organisational culture towards collaborative, integrated planning and program implementation
 - b. establishing strategic partnerships,
 - c. carrying out research and developing policy
 - d. initiating strategic services and programs that respond to the community's priorities expressed in the Community and Cultural Plan
3. Note Council's resolution to create the role of Team Leader Community and Cultural Planning reporting to Manager Social Planning and Community Development as strategic role developing organisational capacity and community capacity to respond to Leichhardt's key community and cultural priorities
4. Endorse this strategic role becoming a full time permanent position and renaming of the position as Team Leader, Policy and Planning, and
5. Advertise the position in a timely fashion to allow the position to commence at the end of the current 12 month contract period, October 2011.

3. Background

3.1 Current situation

The Social Planning and Community Development Team comprises 7 target-group focused Community Development Officers and direct service staff reporting in a flat structure to the Manager of Social Planning and Community Development.

The current programs and structure are based upon the priorities of the 2005-2009 Social Plan and comprise:

- Aged Services and Disability;
- Youth Services;
- Aboriginal Programs;

- Community Safety;
- Community Facilities;
- Community Bus;
- Community Development and administration

More recently the Social Planning and Community Development Department has taken on the responsibility for developing and delivering the Community and Cultural Plan. This team has worked to full capacity delivering programs, and participating in the development of the Community and Cultural Plan.

3.2 Transition to integrated planning and strategic service development

Leichhardt Council commenced its integrated community and cultural planning program in November 2008. In March 2009 Council endorsed the integrated Community and Cultural Planning Framework (C108/09).

This integrated approach to planning requires a more wholistic approach to working with the Leichhardt community, and needs a more diverse set of skills to supplement the existing skills and structure.

Council received a report on priorities addressing the strategic objectives of the Community and Cultural Plan and committed additional resources of \$200,000 to undertaking the Community and Cultural planning. (Supplementary report – Refer Attachment A, to the Draft Delivery Program, Operating Plan, Budget and Resourcing Strategy, and adopted C272/10, June 2010).

As part of the transition from planning to implementation, additional resources and skills are required to deliver the plan.

3.3 Priority for establishing a Team Leader Community and Cultural Planning

The priorities set out in the Supplementary Report required the skill set of a Team Leader, Community and Cultural Planning, to deliver a substantial refocusing of Council's commitment to strategic community and cultural development, in particular:

- Develop, manage, monitor strategic policies, and partnerships:
 - Establish Strategic Partnership model for Linked-In Mentoring program
 - Develop Memorandum of Understanding with Housing NSW for provision of services to residents
 - Initiate Council's advocacy regarding Supported Living options
- Align Council grants to strategic outcomes in the Community and Cultural Plan
- Develop evaluation and monitoring programs for Community and Cultural Plan
- Enliven arts and cultural life
 - Meet Street Greet Grants
 - Town Hall Performance Series
 - Scholarship - Tuition for winner of *Bloomin'Arts* prize,
 - Establishment of a High Street Art Gallery and Exhibition Series

Council endorsed the position of Team Leader, as a 12 month contract position, C278/10, June 2010.

At the same time, specialist consultants were engaged to assist the Manager and the Social Planning and Community Development Team in working across Council and the community in developing the Community and Cultural Plan, comprising:

- 10 Year Strategic Service Plan
- 4 Year Service Delivery Plan

The position of Team Leader was made responsible, under the Manager of Social Planning and Community Development, for leading the development of the 4 Year Service Delivery Plan component of the Community and Cultural Plan.

The position of Team Leader was advertised in September 2010 with the following Position Objectives outlined in the position description:

- Effective Management of a team undertaking research, development, negotiation and implementation of council's strategic plans and policies.
- Ensure the timely development and implementation of strategic planning documents.
- Ensure the development and delivery of key strategies, partnerships, and projects to deliver social justice outcomes, enhance community well-being and Leichhardt's arts and cultural life

The position was appointed and the preferred candidate commenced in late October 2010 for a 12 month contract.

4. Report

Council has invested in the development of the Leichhardt Community and Cultural Plan, acknowledging it is the first of the integrated service delivery plans to be initiated under the State Government 's Integrated Planning Framework. At the same time Council:

- invested in a strategic community and cultural development program to address key priorities emerging from the planning program.
- appointed a Team Leader to the Social Planning and Community Development Team to deliver the work program

Outcomes being achieved through Council's investment in these areas are documented in Section 4.1 and Section 4.2 below.

It is proposed that Council maintain its commitment to the strategic direction of the Community and Cultural Plan and reinvest in the strategic skills, capabilities and qualities required to achieve the change in focus from development to delivery of the Community and Cultural plan outcomes. This will enable Council to transition from the planning phase of the Plan to the implementation phase, with appropriate skills and resources.

4.1 Delivering the Community and Cultural Planning priorities: Current Progress through the role of Team Leader Community and Cultural Planning

4.1.1. Project management for the production of the 4 yr Service Delivery Plan

- The planning mechanisms developed by the Team Leader enabled over 570 community actions to be refined and prioritised into the 4 Year Service Delivery Plan.
- Methodologies for evaluating and monitoring the plan have been integrated within the delivery plan itself, and a further step will be the development of these methodologies across the organisation.

4.1.2 Establish Strategic Partnership model for Linked-In program.

The LinkedIn Mentoring Program establishes connections between local young people at risk of leaving the school system, with local mentors who are interested in building relationships and contributing their skills and leaderships back to the community to support the wellbeing of young people.

- The Team Leader has mentored the Youth Programs Officer to develop and establish a strategic partnership model for the Linked-In program with local arts and education organisations, Legs on the Wall, d'Lux Media Arts and the Sydney Secondary College.
- The program is now underway with 6 local mentors working with 12 young people and their teachers in the context of a program of parkour/physical theatre and digital storytelling.

4.1.3 Align Council grants to strategic outcomes in the Community and Cultural Plan

Council currently invests in a range of grants programs, in-kind support and fee waivers. The community has set clear direction for its priorities in the Community and Cultural Plan, giving Council the opportunity to realign its investment.

- Initiating a coordinated approach to community resourcing the Team Leader has developed a Policy Development Framework to guide the development of a new grants policy.
- The policy will align current and proposed grants programs with the strategic outcomes of the Community and Cultural Plan.
- The Team Leader has commenced work on a Council wide audit of existing community resourcing including fee waivers, residencies, discounts, grants, and donations.
- A Policy group from across Council is soon to be convened to advise on the development of the policy.

4.1.4 Facilitate the development of collaborative projects that support capacity building and social justice outcomes for Leichhardt residents living in social housing and develop Memorandum of Understanding with Housing NSW for provision of services

A Memorandum of Understanding (endorsed by Council at the April meeting in resolution C139/11) between Council and Housing NSW will guide the working relationship and support and integrated and wholistic support for local residents of social housing.

- Spearheading a strategic partnership with Housing NSW the Team Leader has been responsible for developing the partnership.
- The partnership initiated **Connected Communities** a forum for Leichhardt LGA residents living in public and community housing.

- 40 residents, and 17 service providers from Council and the local NGO and government sector attended.
- Several residents expressed interest in being involved in a tenants group to be convened by the Tenant Participation Resource Service, to work with Housing and Council on community development projects aligned with the Community and Cultural Plan.

4.1.5 Initiate Council's advocacy regarding Supported Living options

Policy issues related to housing are critical for community members. Supported living for adults with a mild intellectual disability is identified as an important gap in housing options for Leichhardt residents and local families.

- Launching ***My Neighbourhood, My Home: independent Supported Living in Local neighbourhoods: a seminar supporting community initiatives*** on Thursday 26 May, the Team Leader has brought together
 - the UNSW Social Policy Research Centre, St George Community Housing, Waverley Community Living Program, and Abbeyfields Goulburn
 - to explore issues around Independent Supported Living for intellectually disabled adults, and
 - provide a platform for a co-ordinated approach by Inner West Councils to developing effective policy and advocacy in this area.
- The seminar is being developed through the establishment of a working group comprising local parents, ADHC, service providers, and staff from inner west Councils, with the support of the Inner West Disability Forum.
- The seminar will offer participants an opportunity to shape advocacy and policy representation for a regional approach to housing issues.

4.1.6 Developing innovative models to enable community members to initiate programs and make connections: *Meet Street Greet Grants*

The Community Wellbeing survey identified that Leichhardt residents gain support from their neighbours, and research for the Community and Cultural Plan indicated that people wanted to know their neighbours more. This small grants program facilitates local interaction.

- The Team Leader has developed a model enabling neighbourhood connections
- Piloting a new grants scheme ***Meet Street Greet Grants*** has seen the development of program that supports community spirit, taking it out of the confines of the need to have a formally registered community group to generate community activities (ie most grants are allocated to registered groups, for risk management processes)
- In the initial grants round applications have been funded for creative and inclusive projects including
 - a Xmas in July celebration bringing together young families with older residents who have lived in the area for decades;
 - a group initiating a children's party in a sometimes contested park;
 - a celebration of volunteerism in the local area with a party for the volunteers for KU pre-school;

- and residents from a heritage conservation area engaging a heritage specialist to share past and current stories of their neighbourhood.

4.1.7 Town Hall Performance Series

Enlivening the town halls at the hub of community, civic and local cultural life is a significant initiative of the community and cultural plan.

- Applying professional production skills which showcased the Leichhardt Town Hall as an intimate and stylish venue at the 100th Anniversary of International Women's Day, the Team Leader has created a foundation for further high quality productions and cultural programs in this venue
- producing the ***Out on the Town*** brochure highlighting the diversity of cultural events, classes, and support groups available at the Town Halls, the Team Leader has set the scene for
- the launch of ***Site and Sound*** performance series (endorsed at the February meeting in resolution C63/10) in 2011/2012.

4.1.8 Key partnership promoting a Scholarship for winner of Bloomin'Arts prize

Building key partnerships where partners contribute in-kind services valued well above the actual cost, is an effective way of supporting capacity-building and skills development. This scholarship program has initiated the opportunity for a person to be trained at Sydney College of the Arts, without having prior scholastic achievement – it is solely on the merits of winning the Bloomin Arts prize.

- Pioneering a model of placing artists with a disability in an institutional setting with an experienced mentor the Team Leader, working with the Ageing And Disability Officer, has established a partnership with the Sydney College of the Arts which highlights the potential for further collaborative projects.
- The successful artist has been mentored by highly renowned contemporary artist Mikala Dwyer and has had the opportunity to sit in on lectures, tutorials, and artists groups, and be tutored one on one by Ms Dwyer. Feedback received from the artist and his carer is extremely positive.

4.2. Future Outcomes: Building Organisational Capacity and Ensuring the Delivery of Significant Priorities in the Community and Cultural 4 year Service Delivery Plan

The Draft Community and Cultural 4 Year Service Delivery Plan outlines a comprehensive plan of 280 actions and programs to achieve the outcomes and strategic objectives of the Community and Cultural Plan 2011 - 2015.

- Should the Draft plan be adopted, a number of proposed higher level actions in the Service Delivery Plan would require the skill set of a Team Leader, to initiate, develop and implement. (Attachment B)
- Whilst a number of these actions require additional funding to implement it is envisaged that the majority of these will be endorsed for funding from the existing community and cultural plan actions budget.1

- Unfunded actions deferred to a later date will not significantly deplete the proposed work load of the Team Leader, Community and Cultural Plan, as cost-neutral programs proposed for implementation in later years can be bought forward.

4.2.1 Higher Level Priorities

The programs listed below in Attachment 1 comprise high level policy and partnership development, research, and planning, with project management responsibilities related to higher level functions. The skill set required for these programs includes:

- community planning, cultural planning, community engagement and evidence based best practise theories and practises
- knowledge of legislation and concepts as they relate to social and cultural planning
- high level problem solving and negotiation skills
- co-ordination and supervisory skills and
- high level communication and research skills.²

4.2.2 Building Operational and Strategic Capacity

In the current situation the Manager Social Planning and Community Development is responsible for

- policy, planning, strategy, committees
- operations, day to day supervision of direct reports. None of these positions are currently higher than an officer level.

The need for higher level positions is strongly supported by:

- an identified need for ongoing high level support for the Manager particularly in relation to planning and policy development and
- an identified need to build operational capacity in regards to supervision and co-ordination of staff.
- An identified need for career paths in Social Planning and Community Development

The appointment of a permanent Team Leader, Community and Cultural Planning would help to address both of these requirements.

4.2.3 Vital to the Implementation of Integral ideas

The programs outlined below in Table 1 are vital to the implementation of several of the integral ideas listed in the Community and Cultural 10 Year Strategic Plan. The integral ideas emerged from the planning process as ideas that were articulated and engaged with throughout the planning process. These were the ideas that consistently excited both community and staff. They are interwoven across all 5 strategic objectives of the plan. Their implementation through the engagement of a permanent Team Leader, Community and Cultural Planning, will ensure the plan is ***Integrated, Innovative, Inspired.***

5. Investigating the Alternatives

Delivering the Community and Cultural Plan must be resourced and requires people to facilitate outcomes across the organisation, and throughout the community.

The Team Leader, Community and Cultural Plan has been a valuable asset in providing high level professional support and expert advice to the Manager of Social Planning and Community Development in the development of the Community and Cultural Plan.

The Team Leader has worked closely with staff and the specialist team over the past 6 months, to deliver key elements of the community and cultural planning process and associated projects, spearheading strategic alliances and providing leadership within the organisation to deliver social justice outcomes and enliven the arts and cultural life.

A number of possible alternatives to the permanent appointment of a Team Leader, Community and Cultural Planning are discussed below.

5.1. Permanent Role for Team Leader Community and Cultural Development

Continuing the position will create certainty for the team and certainty for partnerships created through the leadership of the position. As outlined in part 2 above, the Social Planning and Community Development Unit has:

- an identified need for ***ongoing*** high level support for the Manager particularly in relation to planning and policy development and
- an identified need to build operational capacity in regards to supervision and co-ordination of staff.
- An identified need for skills to deliver the program

5.2. Distributing the Programs Across the Existing Staff Members

Programs and actions have been analysed from the point of view of organisational capacity and assigned to appropriately qualified staff. All staff within the Social Planning and Community Development unit will have responsibility for the development of new programs aligned with their particular skill set, in the implementation of the 4 yr Service Delivery plan.

There is currently no excess higher level capacity within the unit. The recent Staff Satisfaction Review identified that staff were working at maximum capacity.

5.3. Engaging Project Management Professionals

Managing external contractors and consultants requires higher level staff resources. As outlined above there is currently no excess capacity within the Social Planning and Community Development Unit.

6. Summary/Conclusion

Council has invested in building community capacity while undertaking its research and planning projects for the Community and Cultural Plan. Council has demonstrated its commitment to a democratic, engaged and interactive planning process by involving residents and wider community members in discussion, debate, creative projects and more traditional forms of consultation, in developing strategic priorities for the Community and Cultural Plan. Council staff across the organisation contributed their knowledge, expertise and professional judgement to integrating the community and cultural priorities for Leichhardt across the organisation's activities and plans. Vital to maintaining Council's commitment is the continued engagement of a Team Leader, working to Manager Social Planning and Community Development in the development of policies, services and enhancements required in the proposed Community and Cultural plan.