

Kalamunda Connected

Enriching lives and strengthening communities through empowerment

Creating Active Citizens Plan 2018 - 2020

A Plan for Building Community Capacity and Volunteering



**city of
kalamunda**

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Executive Summary

One of the City of Kalamunda's key objectives from the Strategic Community Plan – *Kalamunda Advancing to 2027*, is to build a connected community. Connected communities contain a diverse range of physical, human, social and economic capital. Connecting people to each other, places, spaces and opportunities is vital to this process.

Developing and enhancing active and empowered citizens and increasing volunteering is a positive way of connecting people that can significantly contribute to the cohesiveness and well-being of communities and of society as a whole.

The City of Kalamunda Engagement Strategy - Kalamunda Engages, which is based on the International Association of Public Participation (IAP2) framework, provides the structure for us to further strengthen active citizenship in our community.

We recognise the importance and value of engaging with our community and seek to act in a participatory manner in all we do.

Active citizenship essentially provides opportunities for individuals to connect to each other and their community to make a difference to the community through their endeavours.

To understand the local Kalamunda context, according to the Australian Bureau of Statistics 2016, Kalamunda has 16.9% of the population volunteering which is equal to the WA average of 16.9%, and below the Australian average of 17.8%.

Neighbours are also important because good relationships with others can transform communities. Social connection also makes us feel better as it helps prevent loneliness, isolation and depression.



The development and implementation of a dedicated plan and resources would provide a clear direction on how to achieve higher levels of active citizenship and connected neighbourhoods and communities. This would support positive consequent improvements to both social and economic capital in the City of Kalamunda.

Fundamental to this concept is promoting the value of active citizenship to the community, and, enabling people to connect to opportunities. Making use of the right technologies, in the form of online websites, and traditional face to face interactions are the most recognised, efficient and effective ways forward to increase active citizenship.

Empowered communities share responsibility for making decisions

and accountability for the outcomes of those decisions. Therefore, the goal of this method of engagement is to place final decision-making in the hands of the public.

Communities need sufficient resources (human and social capital) to enable an empowerment approach as well as legislative, council resolution or policy to give power to communities to make decisions. The community may have the power to make a limited range of decisions (e.g. on a specified issue or for a limited time), or it may have extensive decision-making powers, for example - participative budgeting.

Empowerment is about people taking control over their lives: setting their own agendas, developing skills, solving problems and increasing their self-confidence.

Consultation is an ideal tool to empower individual citizens and communities. Institutions can facilitate this by providing an environment that encourages and appreciates public participation. Public participation is both a means and an end. As a means, it is a process through which citizens and communities cooperate to provide input into programs and projects. As an end, it empowers citizens and communities through the acquisition of skills, knowledge and experience. Involvement in public life is a positive outcome as it contributes to a strong civil society. It also means decision and policy makers can utilise the contributions of citizens.

National Future of Local Government Conference, 2005

Vision

"To build strong and successful communities"

Strategic Objective

During the development of the *Kalamunda Advancing to 2027 – Strategic Community Plan* which was endorsed by Council in 2017, a key objective of the Plan was to increase connectivity and participation amongst the community. A strategy was created to increase participation levels to achieve the community's vision.

City of Kalamunda's Vision

"Connected Communities, Valuing Nature and Creating our Future Together"

Our Vision Story Connected Communities

Community life in the City of Kalamunda by 2027 is vibrant and inclusive. People of all ages and backgrounds are welcomed, valued and encouraged to be active in the community. Intergenerational programs and multi-use community hubs are accessible and inviting. Coordinated aged care, youth and early year services, and programs, meet the needs of residents through all stages of life. The needs and differences of our distinct local areas are understood and planned. Volunteerism is supported and promoted. Community groups work together to communicate and operate in a cohesive manner.

Priority 1: Kalamunda Cares and Interacts

Looking after our people and providing our people with social and cultural enjoyment.

Outcomes – To demonstrate improvement in the following areas		
- Inclusive connected communities - Healthy communities - Safe and secure communities - Engaged communities		- Activated cultural facilities - Expression through the Arts - Connected to history and education - Vibrant and fun events
Objective	Strategy	Success Measurement
1.3 To support the active participation of local communities	1.3.1 Support local communities to connect, grow and shape the future of Kalamunda.	- Increasing number of people volunteering. - Increasing community participation and satisfaction with city held events and community groups.



Introduction

What are the behaviours and attitudes of a strong, successful, vibrant and connected communities?

1. Practices ongoing dialogue and broad-based community participation	Behaviours that value and encourage resident participation and ownership of the future.
2. Fosters commitment to place	Behaviours that strengthen resident affinity to their community and local economy.
3. Builds connections and collaboration	Behaviours that encourage collaborative planning and action, networking and strong relationships between residents, organisations, businesses and communities.
4. Knows itself and builds on existing assets	Behaviours that discover and map the capacities, passions, resources and connections of the community.
5. Shapes its future	Behaviours that enable a shared community vision of the future, as reflected in practical action plans, with ranked priorities.
6. Acts with idea and opportunity obsession	Behaviours that foster a never ending search for new and appropriate ideas, development possibilities and internal and external resources.
7. Embraces change and takes responsibility	A mindset that focuses on optimism, belief, expectation, hope and 'we can do it'.
8. Generates leadership	Behaviours that continuously grows, develops and renews the leadership capacity of the community.

"Every community that is getting stronger has at its centre an effort to build up a wider circle of people who choose to take action for the common good."

- Mike Green, When People Care Enough to Act

What is Active Citizenship?

Active citizenship refers to a philosophy which advocates that members of nation states have certain roles and responsibilities to society and the environment, although those members may not have specific governing roles.

These roles and responsibilities will generally manifest into the unpaid time that individuals give towards the greater common good and in pursuing social outcomes within their local communities.

Giving your time free and willingly is what facilitates being an active and empowered citizen.

Each year, about 80 per cent of Western Australians aged 15 years and over give their time for the good of the community. This plays a vital role in Western Australian communities, making a social, economic and cultural contribution to the State conservatively valued at \$39 billion annually.

Active citizens create, support and sustain organisations delivering services and activities that are essential to our communities. Among other activities, people who engage in community building activities ensures that local communities, neighbourhoods, community sport, recreation, arts and culture thrives.

Being an active citizen requires "...
Time willingly given for the common good and without financial gain."

Research shows that active citizenship delivers important intrinsic and measurable benefits to society and the community, individuals and organisations; such as:

- grows community strength, resilience and inclusiveness through active social and civic participation
- generates innovative responses to community issues and challenges
- harnesses the collective strengths and assets of the community and its members

- enhances and extends organisational capacity through the acquisition of new skills, experiences and perspectives
- provides pathways to participation, inclusion, skills development and employment
- enables and drives economic growth
- can generate a personal sense of purpose, meaning, achievement and wellbeing

Kalamunda Connected – A Plan for Building Community Capacity and Volunteering is a call to action for the whole community to work together to encourage and support each other's endeavours within the Kalamunda community.

"Most communities can often be compared to a football game where 30,000 people who need the exercise, turn up to watch 36 players who don't."

- Peter Kenyon, Bank of Ideas



Current State Analysis

- **We are meeting less in organisations**
- **We play less organised sport**
- **We hang out less at the bar**
- **We know and trust our neighbours less**
- **We meet with friends less, and have less trusted friends**
- **We socialise with the family less**

Communities are changing and research shows people are retracting from community based socialisation. This is not a healthy state for a community and the City of Kalamunda is determined to ensure that its community does not recoil, but rather we work together to build strong, harmonious, safe and healthy communities.

People are reducing their interaction with each other and giving less of their time. We are seeing a shift away from traditional volunteering, which is no longer just about community groups but rather it encompasses a broad range of volunteering practices that are emerging as modern day trends:

- Informal volunteering
- Skilled volunteering
- Group volunteering

- Corporate volunteering
- Youth volunteering to gain hands on work experience
- Volunteering through places of learning (University Volunteer hubs/leadership roles)
- Spontaneous volunteering (in response to bushfires/floods)
- Virtual Volunteering (Flash mob style volunteering)
- Episodic volunteering (Community Mates style volunteering)
- International/cross-national volunteering

The emergence of broad types of volunteering led the United Nations (UN) to reframe its definition of volunteering:

"Volunteering is an action carried out voluntarily, according to an individual's own free will, not

undertaken for financial reward nor stipulated by law, contract or academic requirement, and one for the common good. It includes acts that take place outside the context of a formal organisation on a regular basis (UN 2011:3-4)"

Importantly both the Australian and UN definitions now recognise informal volunteering, such as neighbourhood support.

It's time to explore a new model of community empowerment and governance, one based on a re-energised civil society that draws on the strength and resourcefulness of people working together in diverse local communities – a localist response where empowered and active citizens build strong communities.



Asset Based Community Development

Asset-based community development (ABCD), or asset-based community-driven development as it is sometimes called, is a bottom-up way of working with communities that focuses on community strengths and assets rather than on deficits and problems.

If we ask people to look for deficits, they will usually find them, and their view of situations will be coloured by this. If we ask people to look for successes, they will usually find them, and their view of situations will be coloured by this (Kral, 1989).

ABCD empowers citizens to bring their strengths, assets, and opportunities forward. It enables their abilities, capacities to be co-producers and co-owners of local initiatives. ABCD is built on 4 foundations:

1. It focuses on community assets and strengths rather than problems and needs

2. It identifies and mobilises individual and community assets, skills and passions
3. It is community driven – ‘building communities from the inside out’
4. It is relationship driven.

This is achieved through collaboration, relationships, networking and strengthening of community. The importance of community relationship is achieved when leadership ‘steps back’.

ABCD requires in the first instance a change of culture both at the community level and at the City of Kalamunda. It is about empowering communities and creating better places.

The first task will be to ‘Map’ the energy of the groups and networks that make up our communities and then work with local communities to develop action plans that address their differing needs and opportunities, and agree ways to measure progress.

Adopting a decentralised model for their own activities, including place-based planning and service delivery, and devolving decision-making to communities will be a significant shift for traditional local government – but change is here to stay and leadership is now about facilitation and collaboration, it’s no longer top down, it’s now bottom up and inside out.

The City of Kalamunda is committed to adopting a new way of thinking about local governance through active citizenship, volunteering and empowering our community. The future is no longer able to afford a system whereby government services communities and communities want and need to feel empowered and in control on their local landscapes. This approach will give meaning to their lives and enable them to thrive as social beings living in an inclusive society.

“Strong communities are created when citizens are the producers of their own future. They cannot be replaced. No professional, institution, business or government can substitute for the power, creativity or relevance of productive citizens.”

- Mike Green



There are 6 key questions we need to ask our community:

1. What can residents do by themselves, for themselves, without us?
2. What can residents do with a little help from us?
3. What do residents need done, that they cannot do for themselves?
4. What can we stop doing to create space for resident action?
5. What can we offer to the community beyond services and programs to support resident action?
6. How can we make our services more asset focused and resident driven?

Six Key Community Assets

1. People's passions, skills, connections and experiences, and above all what they care about
2. The physical world
3. Community associations
4. Institutional assets
5. Economic/business assets
6. Cultural assets-stories, traditions, heritage

The key question we need to ask our community is 'What matters to you?' Rather than - 'What's the matter?'



"Every community has far more assets than anyone person knows"

- Mike Green

City of Kalamunda Current Context

While active citizenship and volunteerism seems to have been valued within the local community, there has never been a strong overarching strategic direction set by the City to define the best way to maximise the volunteer effort locally and to build stronger more connected communities.

In the City's 2016 Community Perceptions Survey, 52% of respondents indicated they had not actively participated or volunteered in the past 12 months, whilst 48% had.

The City also has many Community Groups, and is well known for this.

Historically, the City provides financial or human resource support to the Kalamunda History Village, the Perth Hills Visitors centre, The Kalamunda Chamber of Commerce, the Cricket Associations, Kanyana, FIRS, the Volunteer Emergency Services groups and to Friends groups.

Generally, however the City of Kalamunda has relied on individual effort to identify and secure volunteer positions, and the ability of community groups requiring support through voluntary participation to be able to promote and recruit adequate numbers to their cause.

The City has on an ad hoc basis been able to provide some direction to the community as to bodies that might require assistance.

Many organisations including the City take a role in providing information to people looking for volunteering opportunities. This usually takes the form of lists of organisations, or additionally, people hear of opportunities through friends, family, and word of mouth or through some type of audio, visual or social media.

While many people successfully engage in community based activities and volunteer to support activities, it is largely piecemeal, and does not maximise the community connectivity. People can become frustrated at not being able to locate an activity they are looking for; the information becomes out of date and there is not enough information or contact details are incorrect. Additionally, there are numbers of people in the community who do not have the confidence or sense of self-worth that enables them to make connections without assistance.

Some say that real communities are a thing of the past. We apparently, all have money now; we just don't need

our neighbours like we used to. Have we got better at community-building in the last 50 years? Or worse? If we are being honest, our communities probably need a bit of help.

Some of the issues we can see in communities that are not connected include:

- People and communities feeling disengaged and disempowered
- The gap between what the community wants and what governments can deliver
- Public spaces are "failing" or "dying"
- Lack of meaning and belonging
- Places without a collective and shared vision or direction
- Lack of neighbourhood connection



Why move towards Empowerment and Active citizenship

A key benefit of active citizenship and building strong neighbour connection is the 80% reduction of being a victim of crime, if you know your neighbours well and they know you.

In a Connected City, the neighbour connection is fundamental in terms of building a sense of safety, security and connection. As Relationships Australia stated recently - *"The community you want starts at your front door"*.

Together we can create stronger communities and better places by getting organised, encouraging businesses and residents to work together and undertaking small (and big) actions to improve our places.

Given the lack of a more formal way of becoming an engaged active citizen, it is gratifying that people have undertaken a myriad of roles in the City of Kalamunda. It is almost impossible to imagine how our City might work without them:

These roles include;

- Fighting fires
- Manage natural disasters
- Coach junior sport
- Provide first aid at events
- Pick up rubbish
- Plant trees and gardens and regenerate reserves and forests
- Run clubs, groups and organisations

- Talk to people at art centres and museums
- Conduct heritage walks
- Make school lunches in the canteen
- Mentor young people finding learning at school difficult
- Care for homeless animals
- Foster/train support animals
- Call bingo and other senior's events
- Welcome people into new social groups
- Manage the toy libraries for children
- Run computers courses
- Drive community buses
- Manage the learning centres
- Put neighbours bins out, retrieve their newspapers and mail
- Check on their frail next door neighbour daily
- Assist with community events
- Serve and cook in our clubs
- Participate on advisory committees
- Hold picnics in parks, street parties and events

The City currently supplies support to a variety of community capacity building initiatives and undertaken a significant range through our events teams and civic functions.

Sporting clubs and many others have received governance support and training from the City enabling them to continue to function organisationally, financially and socially and to build a future growth plan. Other groups have been provided with assistance to establish themselves as a new group (e.g.: the Women's Powder Room, Men's Shed and Kalamunda Community Garden).

The City provides many opportunities to the community, such as partnering to run programs and events like the Green Army, Community Arts Exhibitions, seniors week, and seniors programs, Youth Advisory Groups, Youth Carers Expo and International Women's Day.

The City is seeking to join the Town Team Movement, which helps neighbourhoods to organise, engage and empower their local communities. The Neighbourhood teams are formed by a local community and will focus on a specific place or area, developing local neighbourhood plans. They include business people, residents and others interested in helping improve their local area. They work cooperatively with other community leaders and local governments to create active, resilient and successful places.

They help citizens become engaged and active in their community.



*"Building social connectedness and relationships is
the fundamental action in community building"*

- Mike Green

A Framework for Active Citizenship

There are eight key success factors to ensuring the City can build the capacity of our people to give more of their time voluntary towards community building initiatives. The Framework guides best practice towards ensuring people giving their time freely receive the support, enjoy the experience and feel motivated to continue.

1. Leadership and management

The governing body and senior employees lead and promote a positive culture towards active citizenship and implement effective management systems to support community involvement.

2. Commitment to involvement

Commitment to involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.

3. Meaningful roles

Citizens are engaged in meaningful roles, which contribute to the organisation's purpose, goals and objectives.

4. Recruitment and selection

Recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.

5. Support and development

Participants understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties.

6. Workplace safety and wellbeing

The health, safety and wellbeing of people is protected and considered when activities are undertaken.

7. Recognition

Contribution, value and impact is understood, appreciated and acknowledged.

8. Quality management and continuous improvement

Effective involvement results from a system of good practice, review and continuous improvement.

The City must play an important role as both facilitator and providing the resources to ensure the eight components of the framework are being delivered. Once the community become experienced and empowered the City's goal is to transfer the responsibility for implementing the framework to citizen driven initiatives, to ensure the City is constantly creating or supporting and initiating new opportunities.

The City must move away from servicing communities to empowering communities.

Figure 1 - The Framework

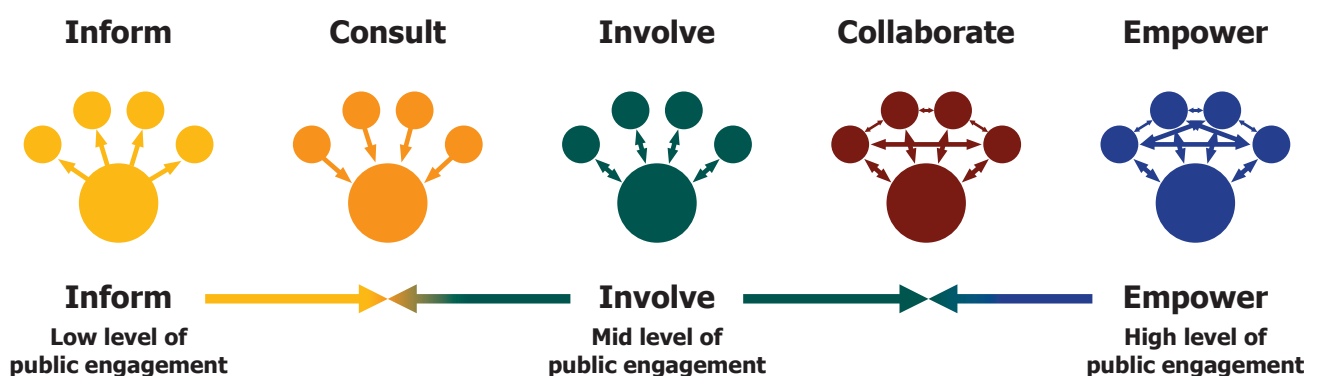


Community Engagement

"One thing we need to learn is that every great change starts from very small conversations held among people who care."

- Margaret Wheatley, Author

The Creating Active Citizens Plan sits at the highest spectrum of the IAP2 Model of Community Engagement – Looking to Empower, to place decision-making through a process underpinned with the principles of mutual trust, transparency and inclusiveness so the final decision making is placed in the hands of the public.



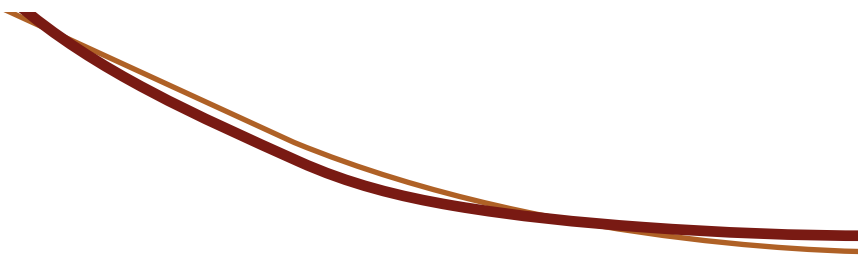
Empowering communities is the most challenging approach to community engagement, but offers the greatest rewards in building capacity. There is a commitment by the initiators of the engagement to participate as a stakeholder and to share power in decision-making to achieve collaborative action.

The promise by users of this process is to maintain a high level of active engagement during the development, design and implementation of the approach. Those who do not participate to this extent risk breaking the principles of inclusiveness, transparency and trust.

The rewards of an empowerment approach, are often more innovative results that incorporate the knowledge of all participants as well as reduced conflict, greater ownership of outcomes and commitment to ongoing action.

Delivery of the Plan is proposed to include the development of Neighbourhood Teams.

The formation of Neighbourhood Teams, will create place based advisory style committees, which are ultimately a form of Deliberative Democracy.



Neighbourhood teams are:

- Positive and proactive. They get stuck in and have a go rather than waiting for “someone else” to do “something”.
- Not politically-aligned
- Supportive of high-quality, environmentally sustainable development that provides for current and future residents, businesses and communities
- Run by the community for the community

Neighbourhood teams can bridge the gaps between governments and communities, residents and businesses and help focus us all on creating great places.

Deliberative democracy aims to expand meaningful public participation in political decision-making. It allows members of the group, which will be made up of resident, business people, local government and other interested parties, to determine goals they would like to achieve, why, when and how. It is about power to the people and acknowledges that each region may have different projects or priorities based on the needs of their community at the time.

Deliberative Democracy is about:

Learning through the exchange of perspectives among diverse parties (not one-by-one engagement, not focus groups or polling) but rather;

- A problem-solving orientation that wrestles with costs and trade-offs (not just visioning or wish lists, but giving participants a sense of the real choices faced by policy-makers).
- The opportunity for participants to explore diverse emotional perspectives and personal experiences in a non-adversarial environment, and, linked to this, willingness to shift position based on new information and arguments (not just Horse trading or negotiation).

With the formation of the Neighbourhood teams, the City proposes to undertake an expression of interest for members, personally inviting those who the City knows and feels may have an interest in participating in Citizen Deliberation. The groups will be able to call on other stakeholder groups to give information, advice or raise their points of view.



Key Focus Areas

KFA 1 – Support and Empower Community organisations, groups neighbourhoods and individuals

The capacity of local community based organisations to attract, engage, manage and retain active citizens is critical to ensuring a positive experience, as well as the sustainability of the sector. While most organisations are passionate and dedicated, they often lack the resources needed to manage more than the basic needs of their volunteers, or to adapt and respond to emerging challenges, opportunities and changes.

Community based organisations may have a wide range of support needs, including:

- engaging, retaining and assisting members with complex needs
- training their members
- financial management and costs
- information and knowledge sharing

- governance, planning, management and administration
- understanding and implementing legislative and compliance measures
- intra and inter-sector collaboration and communication

These are all areas that the City of Kalamunda can provide through initiatives such as the clubs for life program being expanded to a wider cohort or through the establishment of a community hubs and resource centres.

Building capacity within local neighbourhoods is a cornerstone for achieving connected communities. A pilot program was delivered in High Wycombe during 2017 and this saw people come out of their homes and engage with one another.

Place making enables local communities to lead in the creation and enjoyment of vibrant, resilient and unique places that evolve over time. The City plans to introduce Neighbourhood Teams to consider what the needs of local communities are in terms of the public realm and amenity.

The benefits of community place making include:

- Nurturing and defining community ownership
- Fostering frequent and meaningful social interaction
- Builds goodwill and provides a sense of conformity and safety
- Provides unique opportunities to celebrate local communities
- Builds and supports a local economy.

Outcome 1.1 – Communities, neighbourhoods and organisations can attract, involve and increase active citizenship effectively for their mutual benefit

Action Planning

Strategy	Actions required	Timeframe
Increase community participation in place planning.	Set up Community Advisory Panels or Neighbourhood Teams to create place plans and strategies for improving their local areas.	Immediate
Build neighbour connections to improve sense of safety, security and connection.	Establish a "Great Neighbour Program" that supports local neighbourhoods to connect and acknowledges great examples of individual effort.	Short
Build community connection through the neighbourhood street parties.	Continue to implement the neighbourhood street party program.	Ongoing
Utilise local parks as places for connecting neighbours.	Building on the Friend Groups model, implement a community ownership of a local parks initiative. Develop and Promote an "Adopt a Spot Initiative" to facilitate local ownership of special places.	Medium
Develop a solutions based culture between key stakeholder groups.	Engage with Ratepayers Associations, Rotary, Lions, church groups and other larger well organised associations to solve local problems and identify community building projects.	Ongoing
Encourage current groups to partner with each other for projects.	Meet and greets with various organisations to build their social networks.	Ongoing
Encourage groups to partner with Neighbourhood Teams.	Groups to bring issues to the Neighbourhood Teams, to grow membership and to contribute to their community.	Immediate



KFA 2 – Responding to Trends and Issues

The nature, needs and expectations of citizenship is changing. This is a result of, and in response to, changes to the broader social and economic landscape. This presents challenges to be addressed as well as opportunities to be harnessed, the City of Kalamunda needs to be responsive to these changes.

People are motivated to give their time for different reasons including

wanting to make a difference, meet new people, use their skills and experience in a positive way, or simply have a passion for a cause. However, research often cite a range of barriers to participation including personal expense, red tape and a lack of flexibility, as well as a lack of time or suitable volunteering options.

Understanding these trends and issues that influencing active

citizenship will enable community based groups and organisations to adapt and develop targeted approaches that suit the needs and preferences of local people.

In many ways, it will be important to create behaviour change and attitudinal change amongst sectors of the community in order to successfully implement the Creating Active Citizens Plan.

Outcome 2.1 – The City is constantly monitoring and providing support for the changing needs of our community in relation to active citizenship.

Action Planning

Strategy	Actions required	Timeframe
Understand our community human assets.	Asset map the social capital of our people through engagement and form a task force of community members to assist the City in this task.	Medium
Minimise the financial and administrative barriers to community building.	Provide small community grants "Kalamunda Connected grants" to support innovative community building initiatives. Offer financial management programs to clubs and groups through the clubs for life program.	Ongoing Ongoing
Support or provide a wide range of flexible opportunities for community engagement.	Undertake workshops with current community groups and organisations to identify emerging trends and issues being faced and identify solutions.	Short
Provide guidance on induction and training requirements for community groups and organisations.	Identify and develop a community training and induction program to support community groups when they recruit new members.	Medium
Provide guidance on administrative and governance support for volunteer-involving organisations.	Identify through research a model for community best practice approach to enable community building activities and group to be effectively administrated and managed and prepare a business case for implementation.	Medium
Support community group and organisations to manage risk, legal liability and legislative requirements.	Undertake workshops through expansion of the <i>Clubs for Life Program</i> . Identify Corporate Organisations who wish to undertake Corporate Volunteering as part of their corporate social responsibility.	Ongoing
Reduce the red tape and financial burden on community based initiatives	Review and simply access to community based events in public places. Provide a waiver of fees where possible and offer small incentives to facilitate community building activities. Review and simplify the Event Application Process for small initiatives and produce a Handy Hints / Event Guideline. Free workshops to undertake training and assist groups/ organisations wanting to host community based initiatives.	Immediate Ongoing Ongoing Immediate



KFA 3 – Encourage and facilitate diverse participation in community life through active citizenship and the use of technology

Diversity—whether in age, gender, language or culture—brings with it different skills, experiences and perspectives that can benefit the organisations and the community.

However, many diverse population groups are under-represented in volunteering data. This may be because they do not consider their contribution of time and effort to the community as volunteering, or because they face a range of barriers to participating in volunteering activities.

People from culturally and linguistically diverse, and Aboriginal and Torres Strait Islander backgrounds, rarely report the support they provide to family, friends and the community as volunteering. They, along with older people, young people, people with disability and people living in regional and remote areas, may face additional barriers, such as language or physical barriers, lack of transport or being restricted to volunteering at home, that prevent them from volunteering formally.

Citizenship activities offers many opportunities for personal and social enrichment. It contributes to social inclusion and participation, and provides an avenue for isolated and marginalised people and groups to connect with organisations and the wider community.

This interaction generates mutual benefits, including:

- relationships with and trust in each other
- a sense of achievement, purpose and fulfilment
- acquiring new skills and knowledge
- developing confidence, capacity and efficacy
- better physical and mental health
- meeting new people and making new friends.

Understanding what prevents or deters people from engaging in community activities and volunteering will enable organisations to develop targeted and tailored engagement strategies.

Information technology and social media have changed the way people, communities and organisations engage and participate. Active citizens and volunteer-involving organisations alike are increasingly using these platforms to promote, apply for and undertake their community building and voluntary activities.

The City has developed a platform called 'Engage Kalamunda' and this platform can be extended to support community building activities generated by active citizens and local community groups as a One Stop Shop for promoting opportunities and sharing information.

Outcome 3.1 – More of our citizens, from all backgrounds, are connected to their communities, engaged and enriched by the experience.

Action Planning

Strategy	Actions required	Timeframe
Attract & engage & connect citizens from diverse backgrounds.	Implement an active citizen's campaign that will directed at local people from multicultural and minority group's backgrounds to engage with community building activities.	Ongoing
Address barriers to active citizenship such as to recruitment and participation.	Develop initiatives that can overcome any barriers to participation and engagement in community building activities.	Ongoing
Facilitate a culture for caring for the isolated people.	Design a "care strategy" that links isolated people to others in the community.	Medium
Increase opportunities for people from different backgrounds to share their unique personal stories.	Hold regular events for local people to participate in public speaking or news articles about their lives to asset with breaking down barriers within the community.	Medium

Outcome 3.2 – Technological innovations to facilitate participation and engagement are utilised.

Action Planning

Strategy	Actions required	Timeframe
Identify ways to engage with the community through technology.	Expand the use of " <i>Engage Kalamunda</i> " platform to capture local initiatives and promote community building initiatives.	Short
Provide technology related support and training.	Identify technology solutions that support community based training, crowd funding, maximise social media and prepare a business case for implementation.	Ongoing
Maximise Social media tools to enhance community connectivity.	Identify and collate all social media platforms currently in action throughout the City and determine how they can be used for connecting communities.	Ongoing
Provide access to technology within the community.	Investigate the feasibility of a technology enhanced resource centre(s) to support development, induction, information sharing and training of citizens participating in voluntary community building activities.	Medium

KFA 4 – Recognise and Value Active Citizenship

Meaningful recognition is one way to motivate and retain active citizens and volunteers. Research has found most people want their efforts to be recognised and valued. Community-wide promotion and celebration of the value of active citizenship is critical to maintaining and sustaining a culture of connected communities. People who are motivated by wanting to give back or make a difference may respond to formal recognition or reward. Those who engage not only benefit from social interaction but can also develop skills or a pathway to employment may want practical recognition, such as training and development, more meaningful.

Outcome 4.1 – Our Active Citizens and Volunteers feel recognised and celebrated

Action Planning

Strategy	Actions required	Timeframe
Recognition of community champions.	Implement a Local Heroes program by identifying and promoting great community efforts.	Medium
Invite citizens to become partners in framing a 'New Story' for the local area, town, city or region.	Hold a 'Kalamunda Connected Community Builders Conference' to celebrate and set the scene.	Immediate
	Hold an annual Kalamunda Neighbourhood Weekend.	Medium
Develop innovative ways to recognise and value active citizens.	Develop a Social Media Strategy for promoting active Citizenship.	Medium
	Hold Focus groups community groups to seek recognition ideas.	Medium
Recognise Neighbourhood Heroes.	Celebrate National Neighbours Day by holding an event and creating an award for great neighbours.	Medium
Support Volunteering recognition programs	Thank a Volunteer Day Emergency Services Dinner Australia Day Awards Freeman of the City Hold a Local Volunteering Award Celebrations in May each year to coincide with the National Volunteer Week.	Annually Bi Annually Annually Bi Annually Annually



Measuring Success and Review

The Timeframes associated with the implementation of this Plan are as follows:-

Immediate / Ongoing	July 2018 ongoing
Short	July to June 2019
Medium	June to July 2020

The Key performance Indicators to measure this plan are as follows:-

Measure	Target
Initiatives are provided within approved budget parameters.	Projects undertaken within the budget allocated over 2 years.
Timeframes are met.	On time as per plan.
Number of Neighbourhood Teams Set up by 30 June 2019.	8 by June 2020.
Success of the Neighbourhood Teams in achieving the objectives that they set.	Greater than 75% are successful.
Increase in volunteering and active citizenship recorded into 2020 census data.	Increase in voluntary participation.

Reviewing the Plan

This Plan will be reviewed and updated every two years.

Risk Management

The success of achieving this plan will be dependent upon how successfully we can engage and overcome the barriers that our local people will perceive they have.

Risk	Likelihood	Consequence	Level	Mitigating Actions
Getting involved worries people if they feel they don't have the right skills	Likely	Moderate	High	Ensure the process is simple and promote the benefits of having a diverse range of opinions and it doesn't require any specialist skills to give opinions.
Apathy - <i>What's the point?</i>	Likely	Moderate	High	Motivating individuals who will then in turn motivate others is key. Having a clear goal that others want to achieve will help and so will the use of technology to spread information quickly.
Lack of Information - <i>I don't know where to go or who to talk to</i>	Likely	Moderate	High	Provide clear directional information in the promotional campaign stage – and make people available to take enquiries – utilise the Customer Service Officers but ensure they are fully informed so they can be effective conduits for communications.
Confidence in self-capability – <i>I think we should leave things to the experts as I don't know enough about the issues</i>	Likely	Moderate	High	Expert power should be dispelled and community advised they are the experts in knowing what needs exist in the local community. Technical solutions can be developed but need to be based around community needs in the first instance.
Vested interests – <i>I don't want to associate with vocal minorities</i>	Likely	Moderate	High	People with a vested interest will often try to dominate a consultative process and this is extremely off putting for those people genuinely interested in the issue at hand.
Time commitment – <i>I'm too busy</i>	Likely	Moderate	High	Appeal to the busy person sense of greater good and give reason why it is important for them to participate – Logic and reason will win them over.
Language barrier	Likely	Moderate	High	Arrange for a buddy or translator who can speak both languages well.
Access & Inclusion – <i>I have some difficulties with gaining access to some venues</i>	Likely	Moderate	High	Select venues that are accessible for people with disabilities or transport needs.
Affordability & support - <i>I need caring support</i>	Likely	Moderate	High	Engage HACC services for the elderly and have child care available if required.
Special needs - <i>I have hearing and sight impairments</i>	Likely	Moderate	High	People with special needs should be identified at the enrolment stage and their needs addressed prior to the event.



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