Introduction to Cardinia Shire

• Located 50km South East of Melbourne
• Interface, Growth Council
• Pakenham, Officer, Beaconsfield
• 27 townships
• 3 distinct regions
Our Community
A new approach
Collective Impact
Achieving Large-Scale Change through Collective Impact Involves 5 Key Conditions for Shared Success

**Common Agenda**
All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions

**Shared Measurement**
Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

**Mutually Reinforcing Activities**
Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action

**Continuous Communication**
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

**Backbone Support**
Creating and managing collective impact requires a separate organization(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies

Cardinia Shire Council
Partnership Commitment

As partner organisations funded to protect, improve and promote community health and wellbeing, we commit to the vision and objectives of Cardinia Shire’s Liveability Plan.
Development process

Cardinia Shire Liveability Plan 2017–29

Research and Data Profile

Updated: July 2010
If we can influence these domains, we can impact health and social outcomes.
Our planning framework

**VISION**

Cardinia Shire is a liveable, resilient community where the environment flourishes and residents are healthy, included and connected.

**OUTCOMES**

Measuring impact over time

- Improve mental health and wellbeing
- Improve social cohesion
- Improve safety
- Reduce obesity
- Reduce family violence
- Reduce financial vulnerability
- Reduce harm from alcohol, tobacco, drugs and gambling

**LIVEABILITY POLICY DOMAINS**

Improving neighbourhood liveability through collective action

- Active travel
- Education
- Employment
- Food
- Health and social services
- Housing
- Open spaces and places

**SOCIAL EQUITY**

Supporting the equity and inclusion of all community members

- ATSI*
- CALD**
- LGBTI***
- Gender
- Disability
- Place
- Children
- Young people
- Families
- Seniors

**ACTION AGENDA**

**COMMUNITY GRANTS**

**COMMUNITY PARTICIPATION**

**MONITORING AND EVALUATION**
# Outcomes framework

<table>
<thead>
<tr>
<th>Short-term (1-4 years)</th>
<th>Medium-term (4-8 years)</th>
<th>Long-term (8-12 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased advocacy for the liveability outcomes.</td>
<td>Increased participation in walking and cycling for transport.</td>
<td>Increased mental health and wellbeing</td>
</tr>
<tr>
<td>New or reviewed policies and strategies align to the liveability outcomes.</td>
<td>Increased participation in local education.</td>
<td>Increased social cohesion</td>
</tr>
<tr>
<td>Partnerships are built or strengthened to address the liveability outcomes.</td>
<td>Increased participation in local employment.</td>
<td>Increased safety</td>
</tr>
<tr>
<td>The planning, design and construction of infrastructure achieves liveability outcomes.</td>
<td>Increased access to affordable, nutritious food.</td>
<td>Decreased obesity</td>
</tr>
<tr>
<td>Workforce capacity and capabilities are enhanced to achieve liveability outcomes.</td>
<td>Increased access to services and social support.</td>
<td>Decreased family violence</td>
</tr>
<tr>
<td>Funding and resources are aligned to the liveability outcomes.</td>
<td>Increased access to appropriate and affordable housing.</td>
<td>Decreased financial vulnerability</td>
</tr>
<tr>
<td>A shared measurement system is developed to monitor and report on liveability outcomes.</td>
<td>Increased participation in open spaces and places.</td>
<td>Decreased harm from tobacco, alcohol, drugs and gambling</td>
</tr>
<tr>
<td>Increased communication with partners and the community about the liveability outcomes.</td>
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</tbody>
</table>
Policy Domain: Active Travel

- Increased advocacy for active travel
  - New or reviewed policies and strategies aim to increase walking and cycling
  - Partnerships are built or strengthened to increase active travel.
  - Active travel is considered in planning, design and construction of infrastructure.
  - Workforce capacity and capabilities are enhanced to increase active travel
  - Funding and resources are aligned to increase active travel
  - A shared measurement system is developed to monitor and report on active travel
  - Increased communication with partners and the community about active travel.

Pedestrian and cycling routes are planned to link education, employment and residential areas with public transport and community spaces.

New walking and cycling infrastructure is built that is safe, accessible and enjoyable.

Enhanced amenity, safety and natural environment along active travel routes.

Residents are encouraged to use active travel to school, work and events

Increased participation in walking and cycling for transport.

Increased social cohesion

Increased participation physical activity

Decreased obesity

Increased safety

Reduction in car use

Decreased financial vulnerability
Case study – Active travel

Stop & Drop today
- at a zone close to your school

Get active, save on fuel and ease traffic congestion!
Walk, ride, scoot or skateboard to and from school!

Your closest Stop & Drop Zone is located at:
John Henry Primary School, Pakenham

NEW ZONE
- The Park, On the corner of Woebell Way and Cavenham Drive, Pakenham
Cross Cavenham Drive and walk along the path to the back of the school – highly recommend crossing here due to the construction of the new Recreation Reserve.
It is suggested that students leave the zone by 8:30am to ensure they get to school on time.

For more information contact Council’s Healthy Children’s Facilitator on 1300 787 624
Case Study 2 - Pedestrian & Bicycle Strategy
CI - How are we tracking

Figure 5 | Simplified Theory of Change for Process Tracing
# Short-term wins

| Guiding vision and strategy | Alignment of partner strategic plans  
<table>
<thead>
<tr>
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<th>Services for Success</th>
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<tbody>
<tr>
<td>Supporting aligned activities</td>
<td>Action Agenda</td>
</tr>
</tbody>
</table>
| Shared measurement practices | Outcomes framework  
|                            | Annual Review |
| Building public will | Community Summit  
|                        | Community Leadership Program  
|                        | Together We Can  
|                        | Cardinia Food Movement  
|                        | Social and economic impact of EGMs |
| Advancing policy | Social and Affordable Housing Strategy  
|                  | Community Food Strategy  
|                  | MDAP – Local Service Coordination Pilot |
| Mobilising funding | Community Wellbeing Support Grants  
|                    | SHIP grant |
CORPORATE PLANNING

LIVEABILITY PLAN

- Council Plan
- Strategic Resource Plan
- Municipal Strategic Statement
- Community Vision
- Policies, strategies, plans
- 10 year Financial Plan
## Challenges & Enablers

<table>
<thead>
<tr>
<th>Challenges</th>
<th>Enablers</th>
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<tbody>
<tr>
<td>Old ways of thinking and doing things</td>
<td>Leadership commitment and buy-in</td>
</tr>
<tr>
<td>Internal politics and change management</td>
<td>Interface / growth council</td>
</tr>
<tr>
<td>Understanding the bigger picture</td>
<td>Access to local data (e.g. social research)</td>
</tr>
<tr>
<td>Internal systems (i.e. reporting systems)</td>
<td>Existing partnerships and strong relationships</td>
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<tr>
<td>Access to funding</td>
<td>Organisational culture geared to innovation</td>
</tr>
<tr>
<td>Action Plan parameters (where does it end?)</td>
<td>Activity based working</td>
</tr>
</tbody>
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Aspirations

• Strengthen data collection and measurement practices
• Influence service and infrastructure planning at a neighbourhood level
• Strengthen and expand partnerships for collaboration
• Greater community impact through capacity building and resourcing
• Internal committee to oversee the Plan and drive across the organisation
• Funding to support backbone and evaluation
Collective Impact - can’t do it alone – 5 principles

Committing to collect impact principles to achieve long term impact – staying the course

Robust evaluation framework