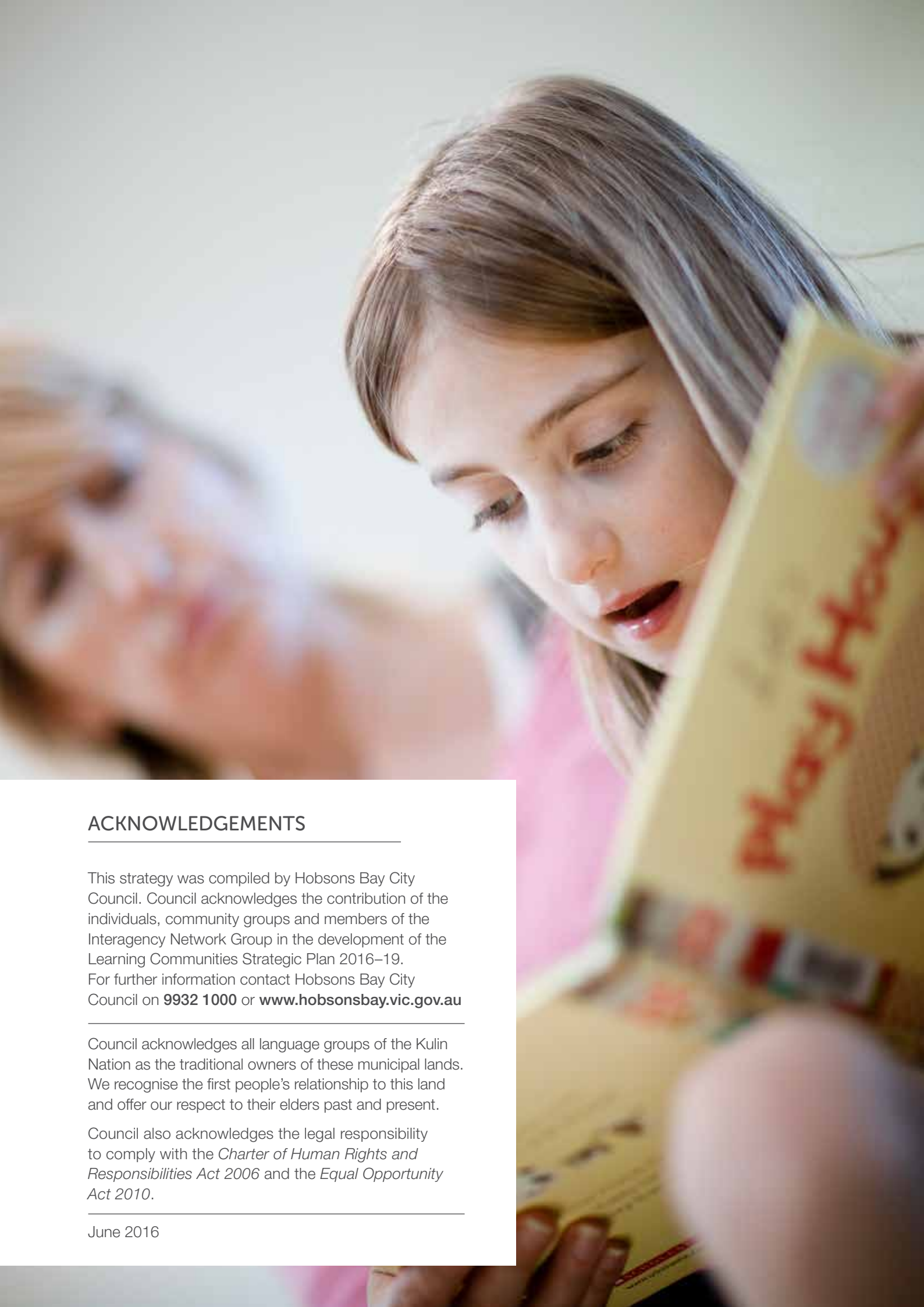




LEARNING COMMUNITIES

STRATEGIC PLAN

2016–19



ACKNOWLEDGEMENTS

This strategy was compiled by Hobsons Bay City Council. Council acknowledges the contribution of the individuals, community groups and members of the Interagency Network Group in the development of the Learning Communities Strategic Plan 2016–19. For further information contact Hobsons Bay City Council on **9932 1000** or **www.hobsonsbay.vic.gov.au**

Council acknowledges all language groups of the Kulin Nation as the traditional owners of these municipal lands. We recognise the first people's relationship to this land and offer our respect to their elders past and present.

Council also acknowledges the legal responsibility to comply with the *Charter of Human Rights and Responsibilities Act 2006* and the *Equal Opportunity Act 2010*.

June 2016

CONTENTS

Mayor's message	04
Executive summary	06
Introduction	08
Snapshot of learning communities	10
Hobsons Bay community	18
Opportunities, challenges and trends	20
Learning communities approaches	24
Strategy context	26
Engaging the community	39
Monitoring and evaluation	38
Development of the plan	41

MAYOR'S MESSAGE



Welcome to the Learning Communities Strategy 2016–19.

Providing connection and learning pathways are essential for creating healthy and vibrant communities. Hobsons Bay City Council is proud to present the Learning Communities Strategy to cover programs, facilities and partnerships across our five libraries, two community centres and countless community organisations. We want to ensure there is equal access to our programs and that what we offer matches the needs of the community. We help create a sense of belonging and opportunities for our residents to access resources and learn close to home while providing inspiring community spaces for everyone in Hobsons Bay.

Through our libraries, community development unit and two Council managed community centres, we offer a range of services including community facilities, library collections, programs, events, community grants and funding.

This strategy represents the Learning Communities' mission for Hobsons Bay. It encompasses goals for access, connection and capacity building over the next three years and there is much to look forward to.

Hobsons Bay boasts modern libraries and community centres, all of which provide more than 800 programs each year, lend 160,000 items, such as books and DVDs and provide \$600,000 in funding to local community groups. To keep moving forward we need to look at how we can use our existing and new spaces in innovative ways and harness new technologies, while preserving our heritage, providing interactive learning experiences, offering high quality and appropriate resources and ensuring our services are accessible to everyone in the community. For all this to happen we need to develop and strengthen our relationships with local community organisations, service providers and business to make sure we are catering to the needs of our community.

In creating this strategy, we have worked closely with our community and staff. Our hope is that its mission in support of the Council Vision will contribute to a resilient Hobsons Bay where innovation and opportunity thrive.

Councillor Peter Hemphill
Mayor of Hobsons Bay 2015–16





Creating places and a
community that positively
impacts health and wellbeing.

EXECUTIVE SUMMARY

Hobsons Bay is a uniquely beautiful, diverse and vibrant community. A place we are proud to call home.

This Learning Communities Strategy sets out the vision, mission and goals for the Hobsons Bay community and informs how we will approach working together with community members, community organisations, service providers, local business and commercial sectors to provide inspiring community spaces, programs, services and resources for everyone in Hobsons Bay.

Looking to the future, there are many exciting opportunities to be explored and taken forward, such as:

- how the use of existing and new spaces can bring the community together in new and innovative ways
- creative technologies that improve community engagement and provide interactive, exciting and new lifelong learning experiences
- digital revolution transforming the collections, preserving Hobsons Bay heritage and increasing our reach into the community
- investment in library collections, community programs and events to provide high quality and valued resources for everyone in the community
- developing partnerships, collaborations and strong relationships with local community organisations, service providers and businesses to better connect and meet community need
- investing in the continued professional development of Learning Communities staff to develop, provide and support the community service needs across the work we do
- celebrating and leveraging the strengths and assets in the Hobsons Bay community, from its vibrant arts culture to the active volunteer base provided by community members
- developing and leading targeted place-based initiatives with those disadvantaged communities to reduce inequality, enhance social cohesion and create social change through community empowerment and leadership
- a focus on all forms of literacy development including... early, adult and digital

In the context of a rapidly changing city, a challenging economic outlook and a growing number of vulnerable and disadvantaged groups across the Hobsons Bay community, this strategy sets out a vision of innovation, opportunity and pragmatism.

In delivering the Council Vision, Learning Communities will work with the community to address their needs; look at innovative ways in which to deliver appropriate services; make sure what we do is both financially sustainable and contributes to Hobsons Bay's unique and beautiful natural environment; and seek to build partnerships with community. This will not only further develop the Learning Communities network and reach but assist with better utilisation of collective experience, skills and resources.

This strategy has been developed in close consultation and collaboration with Learning Communities teams, the broader Council and the community and will provide the framework for informing annual business planning activities over the next three years.

VISION

Contributing to Council's vision, creating a place that people are proud to call home

MISSION

Working together with our community to create a healthy, cohesive and resilient Hobsons Bay

VALUES

We believe in accountability, integrity, respect, collaboration, trust, honesty and aspiration through the work we do

PRINCIPLES

The principles of community-led, innovation, sustainability and partnership guide how we identify, prioritise, support and deliver what we do within our community

GOAL 1 ACCESS

Learning Communities places, programs and resources are accessible to everyone in the community.

GOAL 2 BUILD CAPACITY

The community is equipped with skills and capabilities needed to respond to current and emerging challenges and opportunities.

GOAL 3 CONNECTEDNESS

The community is connected, people participate and feel they belong.

INTRODUCTION

Established in 2014, Learning Communities brought together the Hobsons Bay Libraries, Community Centres and Community Development teams to manage community facilities (five libraries and two community centres); programs; events; community networks; community grants and funding; and place-based planning initiatives. The focus of which is to help create a healthy and vibrant community.

This strategy document sets out what Learning Communities is looking to achieve over the next three years, and the values and principles that will help guide the Learning Communities approach. It will focus on:

- providing access for everyone in the community
- growing and learning together to respond to challenges and opportunities
- connecting the community, creating a sense of belonging among residents, places of work and learning in this unique and beautiful city
- working closely with the community to help shape its local services

Learning Communities will work with the community to create a healthy, cohesive and resilient Hobsons Bay.



Equipping people for the
types of work needed
now and in the future.

SNAPSHOT OF LEARNING COMMUNITIES

The Learning Communities department is responsible for the facilities, services and programs provided by Hobsons Bay. They are a unique and valued part of Hobsons Bay City Council's service offering. The programs are integral and compelling, and engage a significant proportion of the residents of Hobsons Bay directly. Hundreds of projects, programs and events help build partnerships in the community, drive social connection and bring opportunities for learning, vibrancy and a sense of fun to Hobsons Bay.



LIBRARIES

Libraries deliver a wide range of services through five library branches, and the library website to provide an open, welcoming environment for all in the community to access, enjoy and discover.

Lending services: Over 160,000 physical items in the library collection are available across five library sites and via the home library service and in a range of languages and formats, including Books, magazines, CDs, DVDs and talking books. Libraries deliver access anytime, any place from eBooks and eAudioBooks to online magazines and newspapers, as well as video and music streaming services to support learning and recreation.

Digital: Libraries provide access to computers, internet and business services, including training in digital literacy.

Programs, activities and events: Over 800 programs are delivered across Hobsons Bay libraries, community centres and other community sites throughout the year aimed at all ages and life stages. These programs range from literacy and skills development to use of creative technologies and opportunities for social engagement. This includes:

- established programs such as StoryTime, RhymeTime and technology classes
- localised programs like Minecraft meets, English conversation clubs and
- a range of cultural events and clubs from guest speakers, author talks and local history and book clubs

Facilities: Providing a range of facilities across the library sites for study, relaxation, community activities, events and meetings. This isn't just about being a library, but a community space that promotes lifelong learning and social connection for all in the community.

Customer service: Support and guide community members in their information and recreation needs, such as researching local history, looking into their family tree or finding their next great read, as well as providing Council information and support for accessing other Council services.

COMMUNITY CENTRES

There are two community centres managed by Learning Communities: Seabrook Community Centre and Laverton Community Hub, which host a range of facilities, community groups, programs, activities and co-located services.

Programs and courses: Providing a range of free, low cost and full cost programs and activities for all ages and life stages. These programs are run by Council as well as community organisations, local businesses and community members. Programs cover a broad range of activities, topics and interests from art, literacy and numeracy to fitness, dance and cooking.

Co-located services: Both Laverton and Seabrook offer a wide range of co-located services, including medical, wellbeing, employment, maternal and child health and specific support agencies. These services are provided to support the local groups and community needs and contribute to the operational cost of the venues.

Facilities: Providing a community space for community members, local business, community groups and organisations to establish groups, deliver programs, courses and meetings. These are all offered either free or at low cost to support community groups and local businesses.

Engaging the community: Working closely with local community members, organisations and service providers to respond to community needs through creating programs, sourcing services and/or providing community space.

Learning Communities also supports eight Neighbourhood Houses and community centres in the municipality, including with the provision of buildings and operational funds through service agreements. These are: Altona Meadows Community Centre, Laverton Community Centre, Louis Joel Arts and Community Centre, Newport Community Education Centre, Spotswood Community House, South Kingsville Community Centre, Walker Close Community Centre and Williamstown Community and Education Centre.

COMMUNITY DEVELOPMENT

The Community Development team provides an integrated set of approaches that support the development of capacity building both internally and externally. The team develops targeted initiatives that foster social inclusion and build resilience to address inequality and systemic disadvantage.

Policy and internal capacity building:

Coordinating the planning and implementation of the Multicultural Policy, Reconciliation Action Plan, GLBTIQ Action plan, Volunteer Strategy and Gender Equity actions and initiatives across the organisation. Providing advice and training to build internal capacity to deliver inclusive programs and services. Coordinating and consulting with Council's Multicultural, Women's and GLBTIQ Advisory Committees which provide advice to Council on key community priorities and Council policies and programs.

Community capacity building and networks:

Working with community members, volunteer organisations and service providers to provide information, support and training to build capacity and develop their function successfully. Building and strengthening community networks, including interagency, emergency relief, settlement, community centres and volunteer managers.

Community grants and funding: Managing, evaluating and administering the annual community grants program and operational grants to eight community centres. In addition, five service providers supporting volunteering, legal advice, food security, men's health, community information and crisis intervention service are provided with grants. Working with community members, community organisations and service providers supporting them to access funding for projects and programs that strengthen the community and facilitate a range of community activities with a focus on new, emerging and disadvantaged communities.

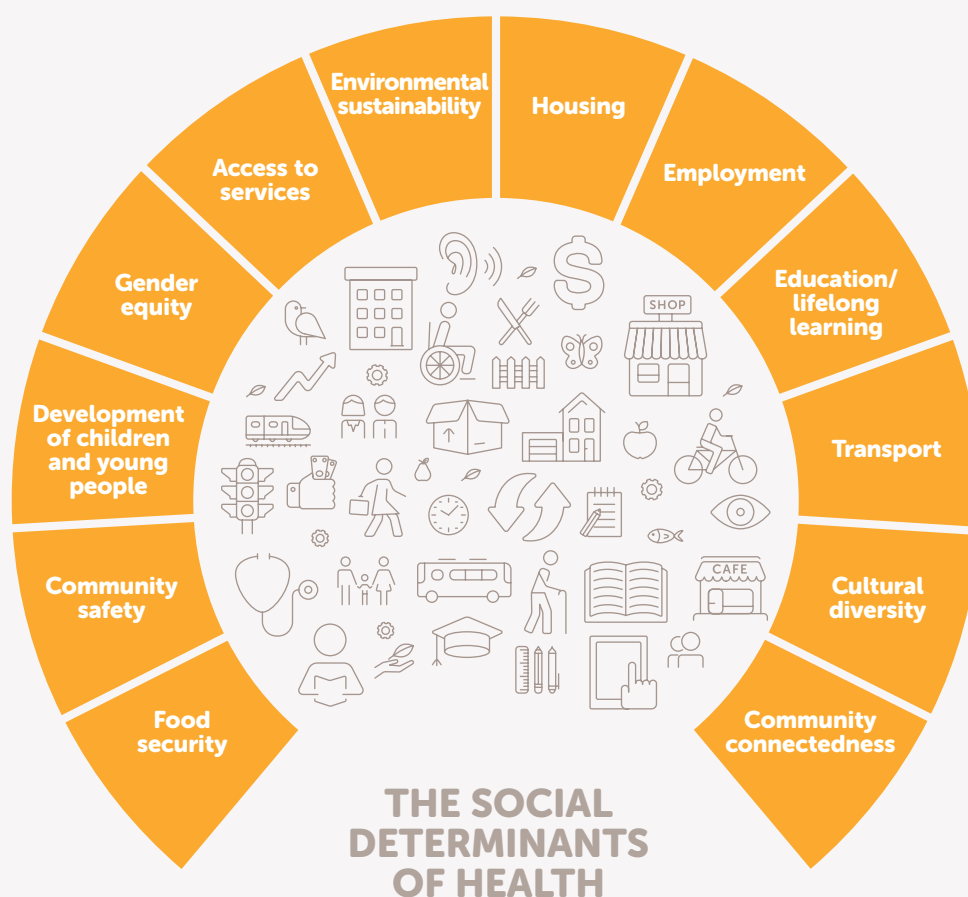
Place-based planning and initiatives:

Developing and leading targeted place based initiatives with disadvantaged communities to reduce inequality, foster social cohesion and create social change, strengthening these communities through community empowerment and leadership.

Community health and wellbeing: Leading the implementation of community health and wellbeing initiatives that address the underlying social conditions that influence health and wellbeing. In line with Council's Community Health and Wellbeing Plan, Learning Communities approach is holistic, recognising that people's gender, income, education, employment, disability, culture, housing, ethnicity, access to food, access to health services, sexual orientation and Indigenous status impact on their health and wellbeing. The team addresses key social issues such as gender inequality, racism, sexism, discrimination, men's violence against women violence and food insecurity.

Delivering community services: Libraries, Community Centre and Community Development teams provide the assets, experience and resources in which to provide everyone in the

The work Learning Communities does helps support and enable Council in delivering community health and wellbeing outcomes.



ALIGNING TO COUNCIL STRATEGY

This strategy is informed by the Hobsons Bay City Council Plan 2013-17 and Community Health and Wellbeing Plan 2013-17, shaping and guiding Learning Communities mission, purpose and objectives.

Learning Communities has worked closely with its teams, Council colleagues and community to set out an approach that aligns, integrates and compliments existing Council strategic plans.

COMMUNITY CONSULTATION AND RESEARCH

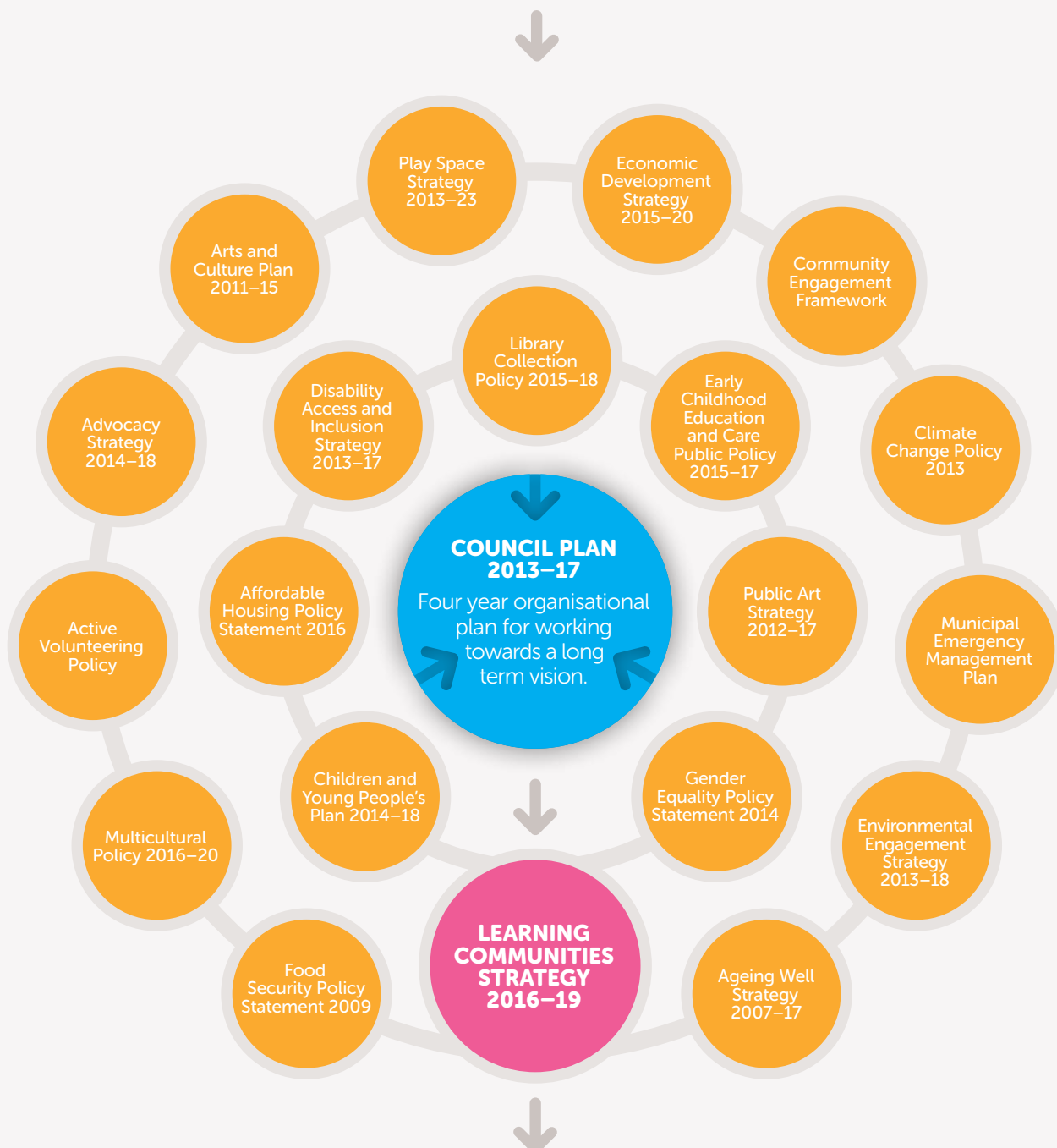
Working with the community to understand local needs, priorities and value in services.

HOBSONS BAY 2030 PLAN

(Under development)

COMMUNITY HEALTH AND WELLBEING PLAN 2013–17

Vision set in consultation with the community. Overarching goals and objectives.



Annual Budget and Business (Action) Plans organisational budgets and departmental plans for working towards a long term vision.

A SNAPSHOT OF LEARNING COMMUNITIES SERVICES (ANNUALLY)

875,000

visits to five library branches and two community centres

23%

of the community (more than 20,000 people) are active members of Hobsons Bay Libraries

\$270,067

provided through 146 community grants

365

total opening hours across five library branches and two community centres each week

800+

programs delivered, attended by

\$430,000+

in funding providing to neighbourhood houses and community service providers

42,000

members of the community

4,000

activities hosted through the community centres in addition to regular service provision by co-located partners

13,000

eBooks accessible through the online portal

180

service providers and community groups in the network

168,000

physical items available across all library collections

240

members in the interagency network; 77 members in the emergency relief network; and 627 in the community group network

1,000

Films, TV shows, eAudio books, online magazines and resources available through the online portal hobsonsbaylibraries.org.au

84,000

Wi-Fi sessions held across five library branches



HOBSONS BAY LEARNING AND COMMUNITY CENTRES

- 1** Newport Community Hub (including library)
- 2** Altona Library
- 3** Altona Meadows Library and Learning Centre
- 4** Williamstown Library
- 5** Altona North Community Library
- 6** Altona Meadows Community Centre
- 7** Laverton Community Hub
- 8** Seabrook Community Centre
- 9** Laverton Community Centre
- 10** Louis Joel Arts and Community Centre
- 11** Outlets - Newport Community Education Centre
- 12** South Kingsville Community Centre
- 13** Spotswood Community House
- 14** Williamstown Community and Education Centre
- 15** Walker Close Community Centre



Library



Community Centre



Funded Neighbourhood Houses
and Community Centres

HOBSONS BAY COMMUNITY

Hobsons Bay is uniquely beautiful in its blend of beaches, coastline wetlands, creeks, native grasslands and important flora and fauna habitats.

The municipality has a rich history, with one of the oldest settlements in Victoria in the historic seaport of Williamstown. It is the home of natural attractions, open space, maritime, industry and civic history. This history also brings with it a need for preservation, transition and regeneration.

Home to a population of 91,000 people across the suburbs of Altona, Altona Meadows, Altona North, Brooklyn, Laverton, Newport, Seabrook, Seaholme, South Kingsville, Spotswood, Williamstown and Williamstown North, Hobsons Bay is a municipality of cultural, social and economic diversity.

CHANGES AND CHALLENGES IN THE COMMUNITY

In many parts of the community, significant changes are clear to see.

- Gentrification and increasing demand for residential and commercial property, leading to increasing prices and greater housing density
- Evolution of traditional manufacturing industry and growth of other industry sectors is changing the economic landscape, increasing demand for new skills and capabilities within the workforce and creating opportunities for new entrepreneurial activities
- A higher than state average level of disengaged young people and high prevalence of youth mental health issues within the community, impacting retention in school, youth unemployment and increased need for youth support services
- Support and intervention for all forms of literacy – early, adult and digital – is becoming a more evident need and determinant of success
- Increasing incidents of family violence are being reported to police, with women three times more likely to experience physical violence than men and 12 times more likely to experience sexual violence than men within a relationship. This increases the demand on specialist services
- An ageing population and associated chronic health conditions putting pressure on local health services, creating social isolation and greater mental and physical health risks for older people
- Newly arrived communities from refugee and migrant backgrounds continues to grow impacting the need for information and appropriate support services to help vulnerable groups to connect, grow and prosper.

A SNAPSHOT OF THE COMMUNITY

31%

of the Hobsons Bay's population was born overseas

18%

of residents who speak another language, speak English not well or at all

17%

of residents have a disability; one third of which are categorised as severe

45%

of residents have no formal qualifications, higher than the Metropolitan Melbourne figure

24%

of Hobsons Bay children are identified as being vulnerable in one or more of the domain areas measured by the Australian Early Development Census (AEDC) 2015 – physical health and wellbeing, social competence, language and cognitive ability and communication skills. This is consistent with the statewide figure. However some 28 per cent of children in some pockets of the municipality are showing vulnerability indications in one or more domains, and there are significant decreases overall of children deemed 'on track' in the municipality. These children are demonstrating appropriate skills and abilities to be ready to start school well

84%

of Hobsons Bays working residents travelled outside the area to work

20%

of 10 to 17 year olds reported very high levels of psychological distress, significantly higher than the Victorian rate

The number of newly arrived communities from migrant and refugee backgrounds continues to grow in Hobsons Bay. Between 2006 and 2015, Hobsons Bay has welcomed close to 6,852 residents born overseas, primarily from India and China but also a significant number of people from refugee backgrounds

69%

of 19 year olds had attained a Year 12 or an equivalent, compared to the Victorian rate of 80 per cent

8.2%

of residents from CALD backgrounds are unemployed, compared to 5.2 per cent of those born from English speaking countries (including those born in Australia)

21%

(5,388)

of overseas born residents arrived between 2006 and 2011, and a further

1,463

arrived between 2011 and 2015

9%

of private rental housing supply is affordable to people on low incomes in Hobsons Bay. A quarter of low income renters are in housing stress (spend more than 30 per cent of income meeting household costs)

10%

of residents identify as GLBTIQ

65%

of residents earn less than \$999 gross income per week

16%

of Hobsons Bay's population will be over 65 by 2030

OPPORTUNITIES, CHALLENGES AND TRENDS

Creative spaces

Community spaces, in particular libraries, continue to evolve with their emphasis being much more than the traditional place to read or study, but places in which to interact with others, try out new things, play, and experience new technologies. They are interactive learning environments and a hub in which to bring people together. Learning Communities will look at how spaces could be used differently to engage, connect and inspire the community ensuring they are still accessible for all ages. In addition to examining how existing spaces are utilised, we are exploring the establishment of new community spaces in partnership with the local community, such as 'makerspaces': A growing movement of hands-on, mentor-led learning environments where people get to make and remake the physical and digital environment around them to creatively respond to, and interact with it.

Infrastructure

Hobsons Bay Council has made significant investment in the development of community facilities with the construction of four community facilities over the last 10 years and the Newport Community Hub to open in September 2016. A key component of the future strategy is to review and prioritise required long-term investment in the refurbishment and replenishment of facilities to ensure the provision of welcoming, inspiring and accessible facilities for the community.

Future of public libraries

The traditional vision of public libraries is shifting to one focusing on learning, creative and community spaces. The Victorian Public Libraries 2030 strategic framework talks about public libraries having the opportunity to "transition from passive, product-based environments to ones that deliver active, service-based experiences". Aligned to this vision, Learning Communities are seeking to create community facilities that:

- promote lifelong learning and social connection
- explore new offerings across physical spaces, online and digital platforms and
- provide engaging and community-led programs.

Key to this transition is in continuing to develop Learning Communities staff in becoming the teachers, trainers, interpreters and community connectors the community are seeking.

Literacy

Literacy is an essential life skill for everyone. It is fundamental to all learning, a building block of education and development and integral to economic and social participation within society. There is a great deal of research to show that reading, not only for information but for pleasure, is good for you, benefiting an individual's health and wellbeing. With over half of the adult population in Australia not being able to read fluently, communities are not, generally speaking, literacy rich environments. With this in mind, Hobsons Bay's libraries, community centres, programs and digital environments have a critical role to play in providing free, accessible, engaging and resource rich environments that encourage everyone to improve literacy skills and evoke a love of reading and learning throughout their life.

A responsive and agile customer service model

Staff are our greatest asset, continually demonstrated through the dedication and passion they apply to the work. In a changing environment, Learning Communities will continue to develop staff and consider the services offered to assist the community in using the facilities, attending programs or seeking community group support, such as a grant. Greater emphasis is being placed on 'front of house' public duties providing information, assistance and guidance for the community. This shift requires technological tools and streamlined processes supporting staff to reduce operational activity, such as self-checkout and cataloguing systems, alongside appropriate training and development to increase intuitive, adaptable and accessible customer service interactions.

Diverse needs in the community

A challenge in the community is reaching and helping those experiencing vulnerabilities and disadvantaged groups that may struggle to gain access to the support they need due to a multitude of reasons. Hobsons Bay has a diverse population with a number of disadvantaged and vulnerable groups throughout the community, including:

- high rates of youth unemployment, disengagement and mental health issues
- aging population, with over 16 per cent of the population being over 65 by 2030
- newly arrived immigrants with limited English skills and knowledge of available support
- increasing vulnerabilities emerging in the early childhood age group and
- increasing incidents of family violence within the community being reported to police, with women three times more likely to experience physical violence than men and 12 times more likely to experience sexual violence than men within a relationship.

There is a need to develop and lead targeted place-based initiatives with these communities to reduce inequality, improve social cohesion and create social change through community empowerment and leadership. This work opens up exciting opportunities for cross-sector and cross directorate collaboration, streamlining decision-making and using resources more effectively to achieve greater impact.

Hobsons Bay has a multicultural, diverse and vibrant community. Over 100 languages are spoken across the city, with skills, experience and learning from all over the world on our doorstep. Learning Communities will recognise, promote and celebrate the contributions of the diverse community, while responding to and advocating to address inequalities these communities may experience.



Digital revolution

The ever-expanding digital universe is changing the way society operates from everyday services to the way we learn and take in information. Investing in digital is key to ensure Learning Communities stay up-to-date, as well as grow reach and create new opportunities to support the community. This will include:

- transforming library collections through digitisation
- Acquiring e-smart accreditation and keeping the community informed on safe online practices
- providing online programs that support literacy and other key skills and
- using online as a platform to listen, inform and interact with the community about what is going on in Hobsons Bay

It is important that Learning Communities are responsive to digital change and provide leadership in the community through supporting access to digital resources for all ages and abilities.

Future of Community Service provision

Hobsons Bay is not a growth corridor, however is neighbour to one of the fastest growing municipalities in Victoria.

Given this the municipality often feels adverse pressure with additional commuters on roads, and limited ability to attract needed health and community services to Hobsons Bay, limiting access to services for our residents. These services, especially for our most vulnerable residents including young people, women, GLBTIQ, CALD, people with a disability, Aboriginal and Torres Straight Islanders, and those in crisis is a key area of need.

This presents both a challenge and opportunity to be proactive in attracting and facilitating collaboration and co-location of outreach services.

New ways of funding and partnering

The current political, social and economic environment is changing the way councils are managing their budgets, with rate capping in particular impacting the resources available and funding for the delivery of services into the future. As such, it is critical to explore and invest in new approaches to managing and supporting facilities, services, programs and events.

Through leveraging the skills, resources and experience of community members, organisations, service providers; partnering with local business; commercial sectors; and seeking philanthropy there are a number of ways to help engage, build capacity and connect the community.

This could range from sponsorship and partnerships with large commercial organisations and industry leaders;

- seeking new grants and funding from different levels of government
- offering spaces for free to local businesses that support young people through providing employment opportunities
- partnering with established volunteering organisations
- co-investing in new opportunities with community organisations to deliver positive impact across the community.

Technology

The technology and digital landscape has changed significantly over the last 10 years, with the need to keep up-to-date, both critical for engagement but costly for many parts of Council.

The use of and engagement with technology and digital platforms form a key component to the future of services and in building capacity in the community. Technology has both increased and limited access to resources, it has democratised learning, and opened up channels of communication and information sharing.

Through providing free access, education and new channels of engagement, there is the opportunity to connect and support the community in new and exciting ways. Learning Communities will look to take a lead role in supporting access to technology for all while recognising the need to be prudent in resourcing and investment when responding to continued changes in technology.

The future of volunteering

There is currently an increasing recognition of the critical importance of volunteering to national life. Voluntary work meets needs and expands opportunities for participation, personal development and recreation and helps to develop and reinforce social networks and cohesion. It can also significantly benefit physical and psychological wellbeing as well as being a pathway to employment. Council has the opportunity to take a leadership role in developing promoting and recognising volunteering as a significant contributor to the social capital of the community.

Leveraging the assets and strengths in the community

Hobsons Bay is a vibrant community with a historic, artistic, diverse and a rich culture at its heart. Learning Communities want to make the most of these assets and strengths through:

- working alongside artists, musicians, authors and cultural leaders to engage and connect
- better use of active community volunteers to share their experience, skills and knowledge to build capacity and
- celebrating Hobsons Bay's heritage, offering opportunities for everyone in the community to access information, create new content and share in the deep history and contemporary story of the city.



LEARNING COMMUNITIES APPROACHES

In a constantly changing economic and political environment, Learning Communities will continually review and resolve how to deliver the most impactful services with limited resources.

In balancing Council's investment, both universal offerings for everyone in the community and targeted place-based initiatives for the most disadvantaged and vulnerable in the community need to be considered. Learning Communities will continually explore and identify sustainable, innovative, partnership and community-led approaches that will support the work we do.



UNIVERSAL

Working together to deliver universal service and access for all including people of all ages and those with diverse backgrounds through:

- better usage of existing facilities, community spaces and services offered to members of the community to help sustain access to existing and new physical and digital library collections as well as a broad range of information and advice, based on community needs
- exploring new and maintaining established programs aimed at promoting community engagement, learning and participation, for example, computer courses, StoryTime
- harnessing community skills and resources to support community-wide events, programs and activities that bring together all members of the community around culture and learning
- exploring new ways of engaging the community in both physical and digital environments, such as, online community boards and community consultation events
- developing structured partnerships with community organisations, service providers and local businesses to test different service delivery models, such as, shared service models

PLACE-BASED

Working with the community to deliver targeted place-based initiatives that support disadvantaged and vulnerable groups:

- enabling community decision-making and meeting localised need. Through a Council wide approach Learning Communities will help bring together community members, community groups and organisations, business and service providers within an area to ensure that services and available resources are designed for local need, engaging the community in decision making and participatory design
- creating targeted programs aimed at supporting the disadvantaged and vulnerable in the community. This could include establishing partnerships with local community organisations and service providers to offer training and courses; and/or creating targeted programs and events that specifically engage these groups, such as, language and/or literacy programs
- collaboration is central to reaching disadvantaged communities, leveraging community groups and service providers, existing relationships, trusted people and networks. Collaboration could include co-funding programs or providing in-kind offerings, such as community spaces



Discovering other people and their cultures, fostering community capability, individual competence and capacity, economic resilience and social inclusion.

STRATEGY CONTEXT

This strategy has been developed in close collaboration and partnership with Learning Communities staff, colleagues from across Hobsons Bay City Council and importantly the Hobsons Bay community.

The strategy provides:

- a foundation to enable Learning Communities teams, partners and community to understand what we aim to achieve together, how we can best support the Council vision, the way we will work and the things we want to achieve for the community
- a tool for informing the community, community partners, local business, commercial sectors and different levels of government of the wonderful opportunities available both now and into the future
- a framework in which to inform Learning Communities annual business planning

VISION

What we want for Hobsons Bay community.

MISSION

How Learning Communities support the community vision.

VALUES

The beliefs that underpin what Learning Communities do and the way we work.

PRINCIPLES

How Learning Communities will work and the things that are important to what we do.

GOALS

What Learning Communities want to achieve in the community and how we will get there together.

LEARNING COMMUNITIES VISION

The spaces we offer, the work we do, the opportunities we create and the way we support the community contributes to the vision of the Council in creating a place that people are proud to call home.

Valuing the wellbeing of our people and our place, now and into the future. A safe, clean and accessible municipality, which values diversity, protects its heritage and environment, fosters a strong sense of community and provides opportunities to achieve the best possible health and wellbeing. A place that people are proud to call home.

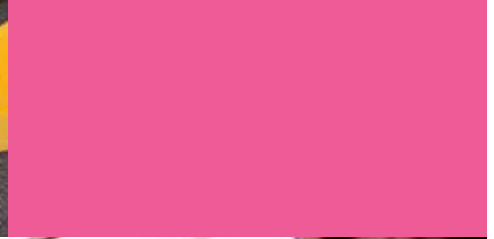
LEARNING COMMUNITIES MISSION

Learning Communities contribute to the Council vision through working together with the community to create a healthy, cohesive and resilient Hobsons Bay.

Together we can build a place people value, a place people can participate in lifelong learning and enjoy being connected to.



Sustainably impacting people's
and the community's quality of
life, now and into the future.



LEARNING COMMUNITIES VALUES

Learning Communities are guided by an overarching human rights approach, which means that we believe in: empowering people to know their rights; participation in decision-making that affects their human rights; non-discrimination practice; and giving priority to the most vulnerable and those who face the biggest barriers.

Through the work of Learning Communities, there is a responsibility to respect, protect and support all members of the community to learn, grow and feel a sense pride and belonging in the Hobsons Bay community. Learning Communities' values are aligned with those adopted by Council.

ACCOUNTABILITY

Being accountable for the activities, services and work we do in supporting all in the community.

INTEGRITY

Upholding principles of human rights, social justice, equality and inclusion for everyone in the community, regardless of race, gender, disability, belief, age or sexual orientation.

RESPECT

Acknowledge and respect the diverse nature of the community, its views, culture and needs.

COLLABORATION

Working alongside, informing, listening and engaging the community and placing their voice at the centre of decision-making.

TRUST

Putting the interests and needs of the community at the heart of the work we do.

HONESTY

Share information, celebrate successes and learn from failures together with colleagues, partners and community.

ASPIRATION

Striving for excellence, innovation and being the best we can in the way we do our work and in supporting the municipality to showcase its physical and people assets and resources.

LEARNING COMMUNITIES PRINCIPLES

Hobsons Bay is home to a vibrant and diverse community and uniquely beautiful, but vulnerable, environment. Learning Communities will look towards future opportunities, challenges and trends to guide how we work to ensure we are delivering services that benefit the community and are proportional, pragmatic and prioritised based on what the community values the most, and takes into account the future of the world we live, work and learn in.

COMMUNITY-LED

Ensuring the community is at the heart of decision-making in their neighbourhood. This means working alongside the community to understand needs, priorities and how to support the most vulnerable groups, while drawing on the resources, expertise and experience to co-design, develop and deliver services that will create a healthy and well community.

- exploring ways to involve the community from providing opportunities for co-design of library spaces and community centres, strategies and policies, community development activities and services
- work with the community to celebrate people, places and the natural environment
- providing everyone in the community the opportunity to input and be involved in decision-making
- use what we hear from the community to inform and guide priorities and support local need and issues

INNOVATION

Exploring and trying new approaches to the way we deliver services, how we manage facilities and the opportunities we provide for the community. Embracing innovation in technology, the use of space, new programs and events and growing partners in the community and beyond to increase Learning Communities' reach and better support the community to be the best it can.

- a leader in best practice approaches
- leveraging resources, skills and experience from across the broader community to drive more effective service delivery and new opportunities
- exploring digital and service innovation and testing new approaches to how we could better use Learning Communities existing resources and assets
- using innovation and technology to protect, preserve and celebrate community stories; people; places; and heritage

SUSTAINABLE

Identify, develop and put in place services, facilities, programs and events for the community that are financially sustainable, look to deliver positive change for the community, protect Hobsons Bay's unique and beautiful natural environment and celebrate its assets.

- explore alternative ways to fund or co-fund the work we do, as well as better leverage existing resources, skills and experiences
- provide environmentally sustainable facilities that support Council's commitment to reduce emissions, be energy efficient and to protect Hobsons Bay's unique and significant natural environment
- evaluate the impact of what we do so as to better inform the decisions we need to make
- promote what we do by finding new ways and channels in which to better inform the community about available opportunities.

PARTNERSHIP

Proactively working with and alongside community organisations, service providers, local business, the commercial sectors, different levels of government, philanthropy and volunteers to create long-lasting, trusted and positive relationships that help bring the community together and make the most of all skills, experience and resources Hobsons Bay has to offer.

- creating a framework that captures how we can work with the community to help capture local needs, design the right opportunities, while being able to draw on and share the collective skills, experience and available resources
- developing partnerships, collaborations and relationships across the community, philanthropy, volunteer, local business and commercial sectors
- explore different ways to deliver services, facilities and programs through leveraging community resources and expertise.



LOOKING TO THE FUTURE: CREATIVE TECHNOLOGY ENGAGEMENT

Establishing new creative learning spaces in the community: Learning Communities is currently working on opening up its first pop up 'makerspace' creative technology hub in 2017. In partnership with business, and the not-for-profit sector, Learning Communities is scoping and planning the opening of its first tactical site, providing an innovative space for the community to explore, interact, play and create across audiovisual and film, coding, creative and green technology and maker activities. The first of its kind in Australia, Learning Communities want Hobsons Bay City Council to be a leader in thinking about how we work with the community, partner with business, and sustainably use spaces to better our place of home and learning.

LEARNING COMMUNITIES GOALS

Over the next three years, Learning Communities will be guided by the following strategic goals to help inform, inspire and drive the delivery of the work we do and support in creating a healthy, resilient and connected community.





Fostering literacy for all our community,
a building block of education and
development, integral to economic,
civic and social participation and
the cornerstone of future prosperity

GOAL 1 ACCESS

Learning Communities places, programs and resources are accessible to everyone in the community.

At the heart of positively impacting health and wellbeing is the aspiration for the community to be able to access, be involved in and feel welcome to utilise the Learning Communities offer.

TO ACHIEVE THIS GOAL, LEARNING COMMUNITIES WILL:

- 1 Provide welcoming, inspiring and fit for purpose places within the community
- 2 Invest in community infrastructure, replenishing and better utilising existing community spaces
- 3 Involve the community in the co-design and prioritisation of what is offered, ensuring we listen and respond to local needs across the community
- 4 Explore innovative approaches to reaching out to the community, to help those most vulnerable access services, programs and resources, in the places and way that best supports their needs
- 5 Develop and inform policy that directs and supports equitable access for the whole community to all Council services, programs, facilities and resources
- 6 Work alongside the community members, community organisations, service providers and volunteers to help everyone in the community access services, programs, places and the resources they need
- 7 Invest in the continued development of the staff to be able to support and meet the community service needs of the community

GOAL 2

BUILD CAPACITY

The community is equipped with skills and capabilities needed to respond to current and emerging challenges and opportunities.

Working together, Learning Communities assist individuals and the community to develop the skills, capabilities and capacity needed to respond to current and emerging challenges and opportunities.

TO ACHIEVE THIS GOAL, LEARNING COMMUNITIES WILL:

- 1 Deliver programs, activities and events that provide opportunities for the community to learn, connect, play and explore, regardless of age, life stage, gender, sexual identity, language or cultural background
- 2 Leverage Learning Communities' physical and digital resources, facilities, programs and events to promote, encourage and support opportunities and interventions across all forms of literacy including early, adult and digital – helping all in the community build the capabilities and capacity to access and participate in society
- 3 Actively look for opportunities to inform, consult and collaborate with the community to deliver programs that genuinely meet the needs of Hobsons Bay's diverse community
- 4 Explore innovative ways in which to use community spaces and creative technologies to appeal to the community, invite partnerships and provide opportunities for lifelong learning and social connection
- 5 Invest in physical and digital collections to provide high quality materials, responding to community requests and being relevant for the community, meeting best practice standards
- 6 Look to protect community heritage through digitising historical collections, providing new ways for all to celebrate and interact with Hobsons Bay's rich history
- 7 Work together with community members, community organisations, service providers, local business, commercial sectors and volunteers to better use the skills, knowledge and capacity within the community in supporting the work we do and what the community wants to achieve
- 8 Provide professional development opportunities to staff, volunteers and community partners to better support community and celebrate the critical facilitator role they play in the community



- 9 Explore programs, activities and events that will help meet the needs of the community, including helping to support young people in preparing for the future of the world of work, promoting early childhood and adult literacy and reading, providing information and language skills for new arrivals, introducing creative technologies and helping the community improve their digital literacy
- 10 Work with internal Council departments to ensure that council policies, services and projects consider the needs of women, people with a disability, CALD, GLBTIQ and Indigenous members of the Hobsons Bay community
- 11 Raise community awareness of social issues such as gender inequality, racism, homophobia and closing the gap between Indigenous and non-Indigenous people's outcomes
- 12 Assist the Council to establish a leading role in developing, promoting and recognising active community volunteering
- 13 Develop and deliver a responsive community grants and funding program that supports projects, programs and services, which strengthens the community
- 14 Continue to support and assist the community to understand and contribute to reducing emissions, be energy efficient and to protect the natural environment

GOAL 3 CONNECTEDNESS

The community is connected, people participate and feel they belong.

Working together to provide safe places, services, programs and resources that help connect neighbour to neighbour, provide opportunities to participate and create a sense of belonging for all in the community. Learning Communities believe a resilient community is one that brings everyone together.

TO ACHIEVE THIS GOAL, LEARNING COMMUNITIES WILL:

- 1 Collaborate with the community through place-based opportunities across Hobsons Bay that increase community decision-making and leadership
- 2 Promote community places, services, programs and resources to help inform the community as to what is available across Hobsons Bay
- 3 Expand the use of online tools to provide new ways for the community to connect, interact, input and be informed about the community
- 4 Work together with community organisations, service providers, local business, commercial sector, different levels of government and volunteers to further build community networks and provide more opportunities for the community to connect and be well informed
- 5 Identify funding opportunities, partnerships and collaborators that could support the expansion or both provide new community spaces and opportunities for the benefit of the community
- 6 Work together with Multicultural, GLTBIQ and Women's Advisory Committees and Interagency service providers to better understand how to bring together and support the community
- 7 Provide a structured framework for those who want to help and support the community, such as volunteering, establishing community groups or delivering programs
- 8 Develop a Volunteer Strategy to progress and strengthen work begun, meet the challenges ahead and clarify and define strategic directions that add value and nurture an environment in which volunteerism thrives

ENGAGING THE COMMUNITY

Key to informing this strategy was community feedback, input and ideas received from two community events run with community members, community organisations and service providers in April 2016.

The community was asked to consider Learning Communities strategic goals, how we should most effectively engage and partner with the community and what key priorities Learning Communities should take. Across the two events, hundreds of ideas were captured, along with a view of some of the key community priorities:

ACCESS	CAPACITY BUILDING	CONNECTEDNESS	ENGAGING THE COMMUNITY	OPPORTUNITIES
Access for all Ensuring the whole community can enjoy and reach services	Social community directory Mapping current services across the community, as well as links to business, arts and culture, training and different types of community organisations and partners	Embed volunteering Developing and promoting volunteering into the heart of Learning Communities' activity. Linking to established volunteer organisations i.e. Rotary, Volunteer West, etc	Out in the community More localised services to help reach vulnerable groups i.e. community bus, pop-up activities and events	Community 'pop-ups' Flexible, mobile environments that engage the community in their location. Approach of 'go to where the people are'
Increase awareness Exploring new ways of informing the community about the role of Learning Communities	Localised programs Working with the community to deliver more localised opportunities. Utilising existing skills, networks and energy within community organisations and groups	Seek partnership Working with community organisations, service partners and local business and commercial sectors to create partnerships that build on strengths and support community outcomes	Accountability Being accountable for taking on board the areas discussed and raised by the community	Community directory Creating a directory of different services, both physical and online, on how they can support different parts of the community
Continuous community dialogue Establish consistent, repeatable and end-to-end engagement with the community. From listening to feedback and closing the loop	Cultural integration Harnessing the diversity and culture of the Hobsons Bay community to share, teach, exchange learning to enrich the community	Focus on newly arrived and vulnerable groups in the community Engaging and supporting these higher risk groups in accessing information and services i.e. welcome packs, events, forums and support groups	Different ways to listen to community Reach out to the community through a range of approaches. i.e. online, print, posters, events, forums, etc.	Partnership forums Establishing a formal forum and/or network in which community organisations, members and service partners can meet, share and connect for collaboration and partnership
Increase flexibility of services offered Provide the community different ways, times and places to be part of opportunities	Building on existing community interactions Reach out to the community through existing services, established programs and community partners to harness the assets we already have	Orientations for new arrivals Providing information on services and opportunities for those new to Hobsons Bay. Could partner with local community services that engage these groups i.e. real estate agents	Celebrate success in the local community Share community stories, both current and historical, celebrate success and connect to those who are making a difference in the community	Regional partnerships Many service provider's work across larger regions. Look to engage and utilise this broader environment to identify opportunities, learning, funding to support services

MONITORING AND EVALUATION

This strategy will inform and guide Learning Communities' priorities, actions and business planning for the next three years. Learning Communities is committed to implementing and monitoring the plan in partnership with the community, community organisations, service providers and Council colleagues.

To monitor and evaluate the implementation of this strategy, Learning Communities will commit to:

- developing an annual business plan that will outline actions, monitor progress and evaluate what has been achieved against Learning Communities objectives
- identify existing and create new forums in which to report back on progress, performance and action plans
- participate in and undertake consultation and engagement with community members, community organisations, local business and service providers to maintain relevance for the community
- actively seek community input into designing community libraries, community centres, programs, events and community development activities.

We welcome ongoing feedback and ideas from you.

Please contact the Manager Learning Communities with your thoughts, reflections and contribution via customerservice@hobsonsby.vic.gov.au

DEVELOPMENT OF THE PLAN

Working in close collaboration with external strategy agency, Spark Strategy, Learning Communities undertook an engaged and consultative process with members of the team, colleagues across the Council and the Hobsons Bay Community.

The development of this plan was undertaken in four key stages:

1 OBJECTIVES

Clear objective setting helped frame the scope, purpose and outcomes of the strategy, refining the approach Learning Communities was looking to take in developing this document.

Key activities included:

- establishing a strategic planning project team with members of the Learning Communities leadership
- agreeing project objectives and outcomes and
- setting out the engagement led approach for identifying, prioritising and drafting this strategy.

2 IDEATION

Engaging teams, Council colleagues and the community to define, shape and articulate the role of Learning Communities, values and goals.

Key activities included:

- workshops and interviews with Learning Communities staff and council colleagues
- initiating two community consultation sessions including community members, organisations and interagency service providers
- capturing ideas, reflections and thoughts down to work through, refine and prioritise.

3 TEST

Applying rigor and analysis testing to ideas, priorities and goals for the future of Learning Communities. Key activities included:

- workshops conducted with the Learning Communities leadership team and staff members to test strategic priorities, identify strengths and weaknesses and alignment to the Council vision.

4 ACT

Strategies are only as good as their best execution. This phase was about developing the key areas of focus that will enable the delivery of Learning Communities' mission.

Key activities included:

- learning Communities leadership team sessions to develop, draft and review areas of focus
- aligning goals, priorities and principles to the Council strategic framework and mission.

This plan has been reviewed and refined through Council endorsement and community consultation.

REFERENCES

- Asset-Based Community Development Institute. Retrieved June 8, 2016, from [http://www.abcdinstitute.org/docs/WhatisAssetBasedCommunityDevelopment\(1\).pdf](http://www.abcdinstitute.org/docs/WhatisAssetBasedCommunityDevelopment(1).pdf)
- Australian Digital Inclusion Index. Retrieved June 8, 2016, from <http://www.digitalinclusionindex.org.au>
- Australian Early Development Census. (2015). Retrieved June 8, 2016, from An Australian Government Initiative, <http://aedc.gov.au>
- Flood, J. (2015). Hobsons Bay Libraries Regular programs. Retrieved June 2016, from Hobsons Bay Libraries, <http://libraries.hobsonsabay.vic.gov.au/regular-programs>
- Heppell, Prof, Stephen, (2016). A range of ingredients for transforming the performance of schools and other learning institutions, Heppell.Net, UK. http://heppell.net/school_improvement/ [online] last viewed August 2016.
- Hobsons Bay City Council - Annual Report 2014-15. (2010, November). Retrieved June 2016, from Hobsons Bay Annual Report 2014-15, <http://www.hobsonsabay.vic.gov.au/Council/News-Publications/Annual-reports/Annual-Report-2014-15>
- Hobsons Bay City Council - budget & strategic resource plan. (2016). Retrieved June 6, 2016, from Hobsons Bay City Council, <http://www.hobsonsabay.vic.gov.au/Council/Budget-Strategic-Resource-Plan>
- Hobsons Bay City Council - Community Health and Wellbeing Plan 2013-2017. (2011). Retrieved June 2016, from Hobsons Bay Community Health & Wellbeing Plan 2013-2017, <http://www.hobsonsabay.vic.gov.au/Council/Policies-strategies-plans/Social-Policies-Plans/Community-Health-Wellbeing-Plan-2013-2017>
- Hobsons Bay City Council - Council Plan 2013-17. (2014). Retrieved June 6, 2016, from Hobsons Bay City Council, <http://www.hobsonsabay.vic.gov.au/Council/Council-Plan-2013-17>
- Hobsons Bay City Council - Multicultural Advisory Group. (2012). Retrieved June 2016, from Hobsons Bay City Council, <http://www.hobsonsabay.vic.gov.au/Community/Multicultural/Multicultural-Advisory-Group>
- Hobsons Bay City Council. (2016). Council - more than roads and rubbish. Retrieved from Hobsons Bay City Council Website, <http://http://www.hobsonsabay.vic.gov.au/Home>
- Hobsons Bay Community Health and Wellbeing Plan 2013-17. Retrieved June 6, 2016, from Hobsons Bay City Council, http://www.hobsonsabay.vic.gov.au/files/assets/public/documents/pdfs/council/policies-strategies-and-plans/councils-social-policies/health-and-wellbeing-plan/hbcc_chwp_2013-2017_background_paper.pdf
- IFLA. (2013). *IFLA Trend Report*. Retrieved June 8, 2016, from <http://trends.ifla.org>
- Kelly, P & McKerracher, S., (2012). National Year of Reading, 2012 in Year Book Australia, 2012. Australian Bureau of Statistics. Canberra. <http://www.abs.gov.au/ausstats/abs@.nsf/Lookup/by%20Subject/1301.0~2012~Main%20Features~National%20Year%20of%20Reading%202012~77> [Online] Last accessed June 2016.
- Kids Own Publishing [online]* <http://kidsownpublishing.com/> Last viewed August 2016
- MakerKids*. Retrieved June 8, 2016, from <http://makerkids.com>
- Media Inc, M. (2004). *Maker Faire*. Retrieved June 8, 2016, from Maker Faire, <http://www.makerfaire.com>
- National Welfare & Economic Contributions of Public Libraries Final Report, (March 2013), Australian Library and Information Association, Canberra. <https://fair.alia.org.au/sites/fair.alia.org.au/files/u3/Contribution%20of%20Australian%20Public%20Libraries%20Report.pdf> [online] Accessed March 2016
- People and Place an introduction to Hobsons Bay. (2013). Retrieved June 6, 2016, from Hobsons Bay City Council, http://www.hobsonsabay.vic.gov.au/files/2f8f806f-e2c8-432e-91dc-a18500f382dd/1_People_and_Place.pdf
- Public Libraries Victoria Network. (2013). Victorian Public Libraries 2030 Strategic Framework. http://plvn.net.au/sites/default/files/20130527%20FINAL%20VPL2030%20Full%20Report_web.pdf. (2013) Retrieved June 8, 2016, from <http://plvn.net.au>
- Reading and literacy for all. (2015). PLVN, SLV and Creative Victoria. A strategic framework, for Victorian Public Libraries. 2015-18
- Research Summary: A snapshot of Health and Wellbeing in Hobsons Bay.pdf. Retrieved June 6, 2016, from Hobsons Bay City Council, http://www.hobsonsabay.vic.gov.au/files/3e9f8d26-db72-4793-9f3f-a18500f46013/2_Health_and_Wellbeing.pdf
- Statement on public library services*, (2009). Australian Library and Information Association, Canberra. <https://alia.org.au/about-alia/policies-standards-and-guidelines/statement-public-library-services> [online] Accessed March 2016
- The Ageing Population in Hobsons Bay. (2013). Retrieved June 6, 2016, from Hobsons Bay City Council, http://www.hobsonsabay.vic.gov.au/files/65719ae6-cb68-4069-ad75-a18500fe9f64/8_Ageing_Population.pdf
- UNESCO Public Library Manifesto, (1994). UNESCO. <http://www.unesco.org/webworld/libraries/manifestos/libraman.html> [online] Accessed March 2016
- Vulnerable Young People in Hobsons Bay. (2011, August). Retrieved June 6, 2016, from Hobsons Bay City Council, <http://www.hobsonsabay.vic.gov.au/files/1d218146-2201-4f99-80f8-9fdb00ced6b1/VulnerableYoungPeopleFactSheet.pdf>



HOBSONS BAY CITY COUNCIL

115 Civic Parade, Altona

PO Box 21, Altona 3018

Phone (03) 9932 1000

Fax (03) 9932 1090

NRS phone 133 677 and quote 03 9932 1000

Email customerservice@hobsonsbay.vic.gov.au

 www.twitter.com/HobsonsBayCC

 www.facebook.com/HobsonsBayCityCouncil

 www.hobsonsbay.vic.gov.au



HOBSONS BAY LANGUAGE LINE

9932 1212

Telephone interpreting service

Arabic	خدمة الترجمة الهاتفية
Burmese	တယ်လီဖုန်းဖြင့် စကားပြန် ဝန်ဆောင်မှု
Cantonese	电话口译服务
Croatian	Telefonska služba tumača
Greek	Τηλεφωνική Υπηρεσία Διερμηνέων
Italian	Servizio telefonico interpreti
Karen	လီတဲစ် တၢ်ကတိၤကျိးတၢ် တၢ်မၤ
Macedonian	Телефонска преведувачка служба
Maltese	Servizz ta' Interpretar bit-Telefon
Mandarin	电话口译服务
Vietnamese	Dịch vụ Thông dịch qua Điện thoại
