

ATTACHMENT 1B



SIKH ASSOCIATION OF WESTERN AUSTRALIA (SAWA)

Community Development Framework



OBJECTS OF SAWA

- *To serve as a vehicle for the promotion and advancement of the aspirations of the Sikh community*
- *To establish, maintain and run Gurdwara(s) and other centers to promote and propagate the religious, cultural and spiritual welfare and activities of the Sikh community;*
- *To provide teaching and library facilities for the promotion of the Punjabi language;*
- *To provide for the religious, cultural and ritual requirements of the Sikh community including in relation to births, deaths, marriages and other rites including rites of passage;*
- *To provide for the religious, cultural and ritual requirements of the Sikh community including in relation to births, deaths, marriages and other rites including rites of passage;*
- *To foster goodwill and understanding between the Sikh community and the wider Australian community.*

June 2024

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Acknowledgement of Traditional Custodians

We, SIKH Association of Western Australia (SAWA), acknowledge the traditional custodians of the land which now known as Canning. We pay respect to their tribal elders, we celebrate their continuing culture and we acknowledge the memory of their ancestors.

Message from SAWA Vice President

Community development is fundamental to the future of our SAWA. This framework provides a strategic approach to guide initiatives in the realms of social, religious and environmental development that will positively shape our future for the decades to come.

The Community Development Framework strengthens SAWA's commitment to community centric consultation and planning & development. Development will fundamentally begin from community ideals and their immediate needs to produce better outcomes for our association as determined by the community members, for the community. The framework is designed to map out an approach for the future that will embed community development principles into all facets of SAWA involvement.

Focus areas in the framework apply contemporary approaches to community development with visioning and planning that is as interrelated as community life and mind set. It will guide the approach for the 'people' of our community, the way in which they 'participate' in association activities at all levels within association, working together to ensure a sustainable Sikh community.

In the development of the framework SAWA reinforced its commitment to community consultation to ensure the way forward is a true reflection of the needs and priorities of our community. This is truly our first approach in charting a path (after 50 years of existence) and this document will serve as a guide in developing various initiatives.

This framework is a 'work in progress', I encourage member and everyone to become actively involved within SAWA and expand across the community to contribute to the planning and development we all live in.

Dr Jagjit Singh Pannu

Vice President 2023-2024

Executive Summary

Highlights of the SAWA Community Development Framework

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability for SAWA. Community development principles are premised on the basis that we can positively shape our future through connected efforts and sharing responsibility between individuals, organisations, businesses and including all levels of government. With collaboration, SAWA's progress is limited.

Why a Community Development Approach?

Communities throughout Australia are facing common dilemmas. Resources are not keeping pace with increasingly complex social issues, especially when community is growing at rapid pace. Facilitating the environment for participative democracy assists SAWA to proactively address these challenges in a partnership approach with communities, community organisations, local businesses and multiple tiers of government (state and federal).

This community development framework is underpinned by a contemporary approach that aims to inspire vibrant communities, building on our inherent strengths to increase social connectedness and community involvement, giving more people the opportunity to participate in shaping the community in which we live. SAWA believes the achievement of an engaged and participative community requires a strategic approach, with four key focus areas; **People, Place, Participation** and **Partnerships**. It should be noted that these four key focus areas are intrinsically linked and interrelated.

What do we hope to achieve?

Through the adoption of a 'leading edge' and best-practice strategic approach to SAWA community strengthening, SAWA aims to create sustainable, vibrant and connected communities where people want participate now and into the future.

SAWA Community Development Framework Overview

Focus Area 1: People

Providing opportunities that promote an active, accessible, and inclusive community that provides social, economic, educational, sporting, recreational and cultural opportunities for families and individuals to ensure they feel connected, safe and supported within the community.

- Strong, diverse and inclusive community
- Honouring and celebrating our cultural heritage and identity
- Foster community safety
- Support community driven initiatives
- Support community leadership

Focus Area 2: Place

Support local area development that creates liveable gathering places for people to meet and engage in work, social or recreational activities,

- Engendering and build a sense of pride and belonging,
- Fostering active, healthy and connected communities,
- Dynamic services (sewa) and events

Focus Area 3: Participation

Developing responsive consultation and engagement that facilitates and enables community to be active in decision making processes both locally and more broadly, regarding issues that affect them in the realms of environment, social health and economic prosperity.

- Supporting community participation in decision making through best practice community engagement
- Establish learning communities
- Community participation and recognition
- Sustainable community groups

Focus Area 4: Partnerships

Development of leading edge partnerships between all levels of government, the private and not for profit sectors that deliver innovative solutions to complex needs and issues in conjunction with the community.

- Strong cross cultural relationships and partnerships
- Effective advocacy on behalf of the community



"Every single person has capacities, abilities and gifts. Living a good life depends on whether those capacities can be used, abilities expressed and gifts given" - John McKnight

Introduction

Community development is a fundamental requisite to progress toward strong social, environmental and economic sustainability. Community development principles are premised on the basis that we can positively shape our future through connected efforts and sharing responsibility with individuals, organizations, business and all level of governments.

At the heart of SAWA are the people who make up our community. SAWA's population is diverse, rich in culture, faith and tradition and this diversity adds to the vibrancy of our community. Further, to our diversified communities (people from India, UK, US, Kenya, New Zealand, Malaysia, Singapore, Thailand, Philippines, Indonesia, Iran, Fiji, Botswana and Canada) provide great opportunity for SAWA to position itself as leader. Community development unifies the unique aspects and diversity, harnessing the parts to create a whole community that is strong, united and vibrant into the future.

A major focus of SAWA's objective is to promote and support good health and wellbeing, create stronger, engaged and connected community and promote active community involvement in civic life while **Sikhi** being the central core.

SAWA's aims to implement a community development approach to empower and strengthen communities, encourage cooperative practices and celebrate and embrace the diversity of our community. This framework aims to achieve an actively engaged community that is intrinsically linked to SAWA's objective and reflects OUR values.

This framework is strategically designed with '**Sikhi**' in mind;

- Build social capital with an emphasis on wellbeing, connectivity, participation, inclusivity, resilience for the advancement of the aspiration of Sikh Community.
- To provide advancements in religions, cultural and spiritual activities, including language and music
- To provide and/or organize recreational, sporting and social activities for Sikh community, including cooperation with other bodies sharing similar objectives
- Support a healthy economy that preserves the balance between economic and social outcomes to achieve positive 'community capital'
- Develop partnership across all sectors to maximize effectiveness toward initiative.

What is SAWA Community Development?

SAWA Community development is a conceptual approach to increase the connectedness, active engagement and partnerships among members of the community and organisations in order to enhance SAWA community social, economic and environmental (natural and built) objectives. It is a blend of 'bottom up' action that is driven by community in partnership with 'top down' resourcing, facilitation and coordination by SAWA.

SAWA community development approach is based on the belief that there is real and intrinsic value in having strong, resilient individuals, community working groups and organisations. Community development that builds and strengthens capacity is composed of a range of elements, which combine in different ways, according to the SAWA context.

The elements of strong communities include:

- civic participation and sense of belonging
- mechanisms for community input
- mechanisms to develop strong and effective relationships built on **trust** and **respect**
- mechanisms for the distribution of community influence
- skills and access to resources
- sense of community and social cohesion and engagement
- social and inter-organisational networks
- community values and history

Defining SAWA Community

There are many types of communities that can be identified by: place, identity, transient, workplace, spatial/virtual and interest. Communities are built through networks. Community networks are connections established around a common interest or place like Gurdwara, Punjabi school, sporting club or community organization, religious activities, external charity works, youth development, women and children activities. Communities are important because they;

- are where people meet both physically and virtually
- are where children grow up and make friends
- shape people's identities and sense of belonging and provide the security and freedom to shape their futures
- are places of learning and decisions about people's lives and environment
- provide the opportunity/medium for people to seek support and advice
- provide a place to contribute
- encourage network building to foster relationships that help people feel happier, healthier and improve their lives.

Why does SAWA Community Development matter?

Community development matters because it focuses on social participation and the benefits this creates for individuals and communities. Research demonstrates the potential that relatively simple forms of social participation such as volunteering or group membership have in creating improved health and wellbeing outcomes.

Community development matters because improved individual health and wellbeing, enhanced skills, a sense of belonging and the opportunity for participation are the foundations to increasing community involvement in local governance, giving more people the opportunity to have a say in shaping the community in which they live.

Section 1: SAWA Strategic Approach to Community Development

SAWA is committed to community development and this framework has been developed to provide a 'edge' and best-practice strategic approach to community strengthening. This will require an internal culture that enables and drives community engagement and participation, supports the development of community partnerships and the development of a vibrant community.

SAWA Community Development Framework is underpinned by contemporary approaches aimed at inspiring vibrant communities. SAWA believes the achievement of an engaged and participative community requires a strategic approach, with four key focus areas. It should be noted that these four key focus areas are intrinsically linked and interrelated.

Priority Focus Areas

- a. **People:** Community strengthening and support
- b. **Place:** Community development
- c. **Participation:** Community involvement and participation
- d. **Partnerships:** Building strong and authentic relationships

Focus Area 1: People



"Diversity is the one true thing we all have in common.

Celebrate it every day." - Unknown

Strategic Focus Area 1: People

Providing opportunities that promote an active, accessible, and inclusive community that provides social, economic, educational, sporting, recreational and cultural opportunities for families and individuals to ensure they feel connected, safe and supported within the community.

The focus on 'people' highlights the importance SAWA places on quality for individuals within our community and the optimal environment required for positive health and wellbeing outcomes. The following objectives are contained within the key strategic focus area 'People'.

- Strong, diverse and inclusive community
- Honouring and celebrating our cultural heritage and identity
- Support community driven initiatives
- Support community leadership

Strong Diverse and Inclusive Community

People have strong connections to family, friends and/or the wider community and diversity is valued and embraced. People of all ages, stages, backgrounds and abilities are celebrated because the richness of diversity is valued and respected by all.

Honouring and Celebrating Sikh Cultural Heritage and Identity

Embrace our rich legacy and cultural tapestry represented through artistic and cultural expression within our community, engendering a sense of pride and connection and as a significant and intrinsic influence on the region's sense of identity.

Community Leadership

Community leaders actively supporting and working with each other, organisations and SAWA to plan and improve the community, knowing their actions and collective approach is essential to our community.

In the next five to ten years SAWA will:

-  Promote an equitable and inclusive community where all ages, stages, backgrounds, preferences and abilities are valued
-  Promote an equitable and inclusive community where all ages, stages, backgrounds, preferences and abilities are valued
-  Embrace Sikh cultural tapestry and promote expression through arts and events
-  Provide leadership, support and direction toward a progressive community

Measuring Success

SAWA strategic indicators:

- Percentage of people who feel they 'belong' in SAWA
- Increase in participation in community service

Indicators of Community Strength

- Community Attitudes Indicators
 - Ability to get help when needed
 - Community Attitudes

Focus Area 2: Place



"Powerful communities create a place for everyone's gifts - there are no strangers" - Mary Nelson

Strategic Focus Area 2: Place

Support development that creates gathering places for people to meet and engage in social or recreational activities.

SAWA premises is conducive to social connectedness and important for the health and wellbeing of our community. The quality of these gathering places intended use are all important considerations.

To be vibrant, dynamic and active, SAWA requires not just economic capital but social capital. Social capital refers to the capacity of people to come together to create community and to collectively respond to issues within their community. Bringing people together through shared interests, projects and community planning is critical to building community. The key strategic elements for 'place' development include:

- Engendering and build a sense of pride and belonging
- Support healthy and connected communities
- Foster active communities

Engendering and build a sense of pride and belonging

SAWA will continue to support and show casing of local festivals and events, by initiating community recognition programs and working with local community in capacity building beneficial projects.

Supporting active, healthy and connected communities

To enjoy health and wellbeing, people need strong connections to wider community. Such connections support the development of mutual trust, shared values and more cohesive communities.

Dynamic services, facilities and events

SAWA will advocate for and support the development of services and resources for people of all ages, and gender. This involves planning, developing and delivering appropriate program partnership with the community, and other levels of government.

Foster active communities

SAWA is committed to providing assessable, safe and appealing public gathering spaces for mini sports, religious and community activities.

With these programs, it is important to appreciate that the process of bringing together

a community is as important as the project itself. The development and strengthening of relationships is vital in the quest to improve the health, wellbeing and sustainability of a community.

Measuring Success

SAWA strategic indicators:

- Increase in participation in prayers and increase in external preachers visiting SAWA
- Increase in participation in community service

Indicators of Community Strength

- Community Attitudes Indicators
 - Community Attitudes

Focus Area 3: Participation



Tree planting initiative at Sikh Heritage Trail – June 2024

“Every community has more potential resources than any one person knows”
-Mike Green

Strategic Focus Area 3: Participation

Promoting best practice, responsive consultation and engagement to guide SAWA in decision making to enable community to be active in decision making processes, regarding issues that affect them in the realms of environment, education, social health and economic prosperity.

The opportunity to participate and experience a sense of belonging in community life is a fundamental right for all people. It builds on the recognition of building community or social capital, the value SAWA community places on achieving social connection. Socially included communities remove barriers and build relationships that promote participation, volunteerism, active participatory democracy and involvement in community life.

SAWA Community has a vital role in collaboratively working with SAWA to achieve the objectives of the SAWA. SAWA will ensure that we are ready to respond to and meet the community's needs through the following key elements for 'participation':

- Supporting community participation in decision making through best practice community engagement
- Establish learning communities (shared)
- Civic participation and recognition
- Sustainable community groups

Support community involvement in decision making

SAWA will work towards the best interests of the people where progression of community matters through leadership and good governance. SAWA will demonstrate leadership in community participation, strategic planning, and advocacy and accountability to SAWA community. SAWA acknowledges the expertise within our community and will develop partnerships that allow for ownership and joint decision making.

Establish Learning Communities

Promoting community participation in lifelong learning opportunities to encourage shared knowledge, cultural growth and learning across generations and all sectors of the community.

Civic Participation and Recognition

Volunteers and human resource support for a wide range of community, educational, environmental and sporting groups and endeavours. SAWA encourages an increased level of participation in community life and promote the benefits of active citizenship and democracy are seen as important initiatives to enhance the wellbeing and connectivity of our community.

Sustainable community groups

SAWA will offer guidance and encouragement to committees of volunteer-based community service organisations to provide these critical services within local communities. SAWA will support where appropriate, community groups and businesses that provide initiatives that encourage an increased level of participation in community life, while maintaining Sikhi values

In the next four years we will:

-  Support the implementation of best practice community development and engagement processes and ensure that these are incorporated across
-  Provide broad opportunities for community contribution to SAWA planning
-  Support the development of a diverse range of volunteer opportunities to foster community participation
-  Develop diverse and locally based educational and learning opportunities in partnership with independent community providers

Measuring Success

SAWA's strategic indicators

- Number of volunteers for major events
- Less than 1 conflict a month recorded
 - Ability to get help when needed
 - Participation
 - Community Attitudes

Focus Area 4: Partnerships



"Our success has really been based on partnerships from the very beginning"
– Bill Gates

Strategic Focus Area 4: Partnerships

Development of leading edge partnerships between SAWA and other not for profit organization(s) that deliver community advancement

SAWA is committed to the development of '**A political**' partnerships between levels of government and not-for-profit sectors that deliver solutions to complex community issues within reasonable means.

In all activities, SAWA will operate in a way that builds and illustrates a strong and beneficial relationship with its community that is based on openness, trust and respect. It is based on a thorough understanding of the community's needs, aspirations and values, and partners with stakeholders to achieve the best outcomes.

Further, SAWA will provide good governance through supporting community partnerships, advocating on their behalf and keeping the best interests of the community as the main motivating factor. The key elements in 'partnerships' include:

- integrated approaches
- effective advocacy on behalf of the community

Integrated approaches across sectors

SAWA is committed to working with community and other tiers of government to foster service integration to proactively address community issues.

Effective advocacy

This framework embraces the concept of collaborative partnerships across various not-for-profit organisations, governments and interest groups to facilitate effective advocacy and representation of community issues.

In the next four to ten years we will:



Work in partnership with other not-for-profit community to coordinate efforts to strengthen community partnership.

Measuring Success

SAWA strategic indicators:

Develop quality partnerships with major funding bodies and peak services to attract funding to address local issues.

Enhance and strengthen partnerships that build community capacity and social capital such as community support and charitable organisations, sporting groups and social networks.

- Percentage believing SAWA represents their interests
- Percentage believing that SAWA consults and partners effectively

State Government Local Government Annual Survey - Indicators of Community Strength

- Networks and Strong Governance Indicators
 - Ability to get help when needed
 - Participation
 - Community Attitudes

Section 2: Operational Delivery – Making it Happen



"Great cities don't just happen. They are the product of imagination, leadership, hard work and constant adjustment".

-Clover Moore, Lord Mayor, City of Sydney

Section 2: Operational Delivery

SAWA accepts that to be a leading edge, best practice organisation, committed to the future of the community, will require a strong culture that enables and drives community engagement and participation and strives to continually move towards excellence. To this aim, SAWA will embed a collaborative style of leadership with the community. A leadership style that values supports and facilitates community participation to develop and achieve SAWA objectives.

Linkages

The successful implementation of the SAWA Community Development Framework and delivery of the action plan requires a collaborative approach. The framework is broad and highlights activities from planning, to advocacy, to delivery which will bring together stakeholders from within community and collaboration with external not-for-profit association.

Within SAWA, members are key contributors in delivering this focus area:

- Family and Women
- Youth Development
- Assets Management
- Communications and Community Engagement
- Culture and Community Strengthening
- Economic Advancement
- Cultural Sustainability
- Library
- Sikh Arts, History and Heritage
- Major Religious Events and Promotions
- Planning and Development
- Environmental, Recreation and Parks
- Tourism i.e. Yatras
- Migrant Welfares

Methodologies

Asset Based Community Development

This Community Development Framework is underpinned by an Asset Based Community Development approach aimed at inspiring vibrant communities through adopting strengthbased ways of working with community.

Asset-Based Community Development (ABCD) is at the centre of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, ABCD draws upon existing community strengths to build stronger, more sustainable communities for the future.

The ABCD approach to community development is based on the principles of:

- Appreciating and mobilizing individual and community talents, skills and assets (ratherthan focusing on problems and needs).
- Community-driven development rather than development driven by external agencies.
- Mapping the capacities and assets of individuals, associations and local institutions.
- Building a community vision and plan.

The following model sets out the key interrelationships and interdependencies in the ABCD approach. Along the bottom are the four dimensions of community empowerment that should be built into any community development activity, whether with groups of interest and identity, or with communities of place. The centre of the diagram represents the contextin which change takes place.

SAWA works in collaboration with the community, other organisations and levels of government in its efforts to achieve the best outcomes for the community. This partnership approach is crucial to the success of the Community Development Framework in order to achieve the outcomes of:

- *Sustainability* - the long-term viability of the community
- *Liveability* - the community satisfaction and wellbeing
- *Equitability* - ensuring access, inclusion and community safety



ABCD Model Sourced from: www.proveandimprove.org

What are the Outcomes of Community Development?

Strong and healthy communities are built through active engagement and participation of all ages. The benefits generated by community participation and engagement in decision making processes include improved health and wellbeing, creating a safer place through reduced crime, stronger educational outcomes and improved community facilities and amenity.

The goals of social equity, economic viability, environmental responsibility and cultural vitality remain central to achieving:

- A vibrant, healthy community: a strong vibrant community whose members are healthy, have a sense of wellbeing, are connected to others and have access to a range of services and facilities.
- A great quality of life: An active and engaged community that engenders pride in SAWA's past present and future and marks SAWA as progressive community.
- A culturally diverse, rich and inclusive community: an inclusive community celebrating and participating in religious and cultural activity and allows for all people to participate in a rich community life.
- A learning association and community: making education and learning
- A vital component of our association and community's future.
- A community that protects and enhances the environment: a community which values environmental sustainability and works in partnership with others to ensure continued sustainable development.

Section 3: Translating Vision into Action



"Unless commitment is made there are only promises and hopes, but no plans" -Peter Drucker

Section 3: Making it Happen

Improving community connectivity, well-being and safety is a complex and long-term process. SAWA will work in collaboration with the community, other similar association in its efforts to achieve the best outcomes for the local Sikh community. This partnership approach is crucial to the success of the SAWA Community Development framework to foster a vibrant, connected and engaged community.

Further to these actions and to progress SAWA's objective for a sustainable and vibrant community, there are a number of key community development initiatives that will be implemented including (but not limited to) the following:

- The development of a cross-organisational team of *Community Development Champions* to support community development approaches and community engagement to ensure and embed a coordinated approach to community participation and decision making.
- Identify potential for increased use of existing learning facilities through joint and shared use arrangements. Partner with schools communities and educators about the concept of community-use and voluntary support to provide after-hours learning programs, with the aim to develop Punjabi language community.
- Increase volunteer awareness and participation through the promotion of a diverse range of volunteer options and community including volunteer and neighbour appreciation celebrations to foster and build community participation and engagement.