



GLEN INNES SEVERN COUNCIL
10 Year Strategic Plan
for Community Services (2008-2018)

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10 Year Strategic Plan for Community Services (2008-2018)



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We wish to thank the Council staff members who participated in the Workshop. Their input into this vital stage of the planning process has helped to set the scene for the development of a robust and comprehensive 10-year plan for Aged and Disability Services within Glen Innes Severn LGA and surrounding areas.

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About the Report

This report has been prepared on behalf of Glen Innes Severn Council. It is presented in a format that is built around the staged framework required for the development of a 10-Year Community Service Strategy (2008-2018). This report summarises the Stage 1 report, the Stage 2 report and the 'Working Papers' resulting in the development of the Action Plan - 10-Year Community Service Strategy (2008-2018).

This report summarises the findings and processes of data gathering stages and project outcomes as follows:

- Stage 1: Demographic Profile (full report delivered)
- Stage 2: Targeted Document Review (full report delivered)
- Stage 3: Consultations
- Stage 4: Desk Top Review of Service Directories
- Stage 5: Research Consolidation
- Stage 6: Strategy Development
- Stage 7: Action Plan – 10 Year Community Services Strategy - 2008-2018

The report:

- Responds to key identified issues of Concern in the Glen Innes Severn Social Plan 2006-2011 (Social Plan)
- Responds to additional related issues identified through the process
- Includes recommendations regarding Councils role
- Includes recommendations regarding directions for Community Services into the future and actions calculated to respond to the needs

- Target Groups for the 10 Year Community Services Strategy - 2008-2018 include:
 - Villages and rural communities
 - Children
 - Young people
 - Women
 - Aboriginal and Torres Strait Islander people
 - People from culturally and linguistically diverse (CALD) backgrounds
 - Men
- Identified issues of concern addressed in the 10 year Community Services Strategy - 2008-2018 relate to:
 - Transport (all groups)
 - Affordable housing (Aboriginal community, disadvantaged families, villages)
 - Training and employment opportunities (young people, women, CALD, and Aboriginal and Torres Strait Islander people)
 - Family support
 - Support and activities for young people of school age (especially in villages and rural communities)
 - Cultural recognition of Aboriginal Community
 - Youth services
 - Children's services
- Additional related issues identified through the process and addressed in the 10 year Community Services Strategy - 2008-2018 are:
 - Information and Coordination
 - Adequacy of Policing
- The role recommended role for Council's varies according to the related issue however the roles have been identified as:
 - Information Provision
 - Coordination of services

- Advocacy
- Community building
- Collaborator
- Service Provider

Recommendations regarding directions for Community Services into the future and actions calculated to respond to the needs are detailed in the 10 Year Community Services Strategy – 2008 – 2018 – Action Plan. The plan provides Council with an evidence based blueprint to develop plans and actions for the future.

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1 Introduction

1.1 Project Background

1.1.1 Introduction

The 10 Year Strategy for Community Services (2008-2018) will define Glen Innes Severn Council's direction in relation to key identified issues in the Glen Innes Severn Social Plan 2006-2011 (Social Plan).

Glen Innes Severn Council Community Services comprises Aged and Disability Services, Children's Services, Early Intervention and Family services, with some Community Development activities focusing on Youth and the Aboriginal Community.

By far the largest section is the Aged and Disability section with over 80% of the \$3,865,660 budget. A 10 Year Strategy for Aged and Disability Services has been completed and adopted by Council for this section.

1.1.2 Purpose

The purpose of this Strategy is to focus on the remaining Council sections and the specific needs of the following groups (including but not limited to the mandatory target groups identified on page 2 of the Glen Innes Severn Council Social Plan).

1.1.3 Objective

The objective of this Report is to provide recommendations to Council regarding its role and direction for Community Services into the future.

1.1.4 Scope

The scope of this project is to develop a 10 Year Strategy for Community Services, (excluding Aged and Disability Services) which will provide a blueprint for future planning for the issues and special needs groups identified.

1.2 Project Stages and Structure

Stage	Methodology
1	Demographic Profile
2	Targeted Document Review
3	Consultations
4	Desktop Review of Service Directories
5	Research Consolidation
6	Strategy Development
7	10 Year Community Services Strategy - 2008 - 2018 - Action Plan

Table 1: Project Stages

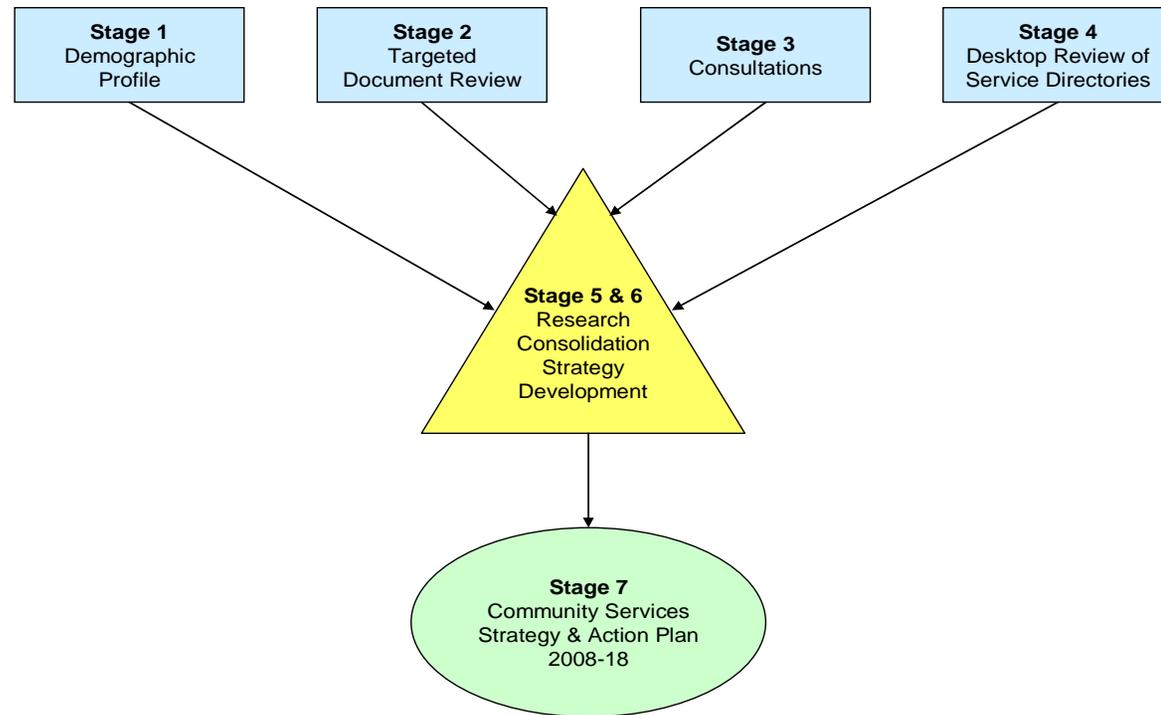


Figure 1: Project Flowchart

2 Stage 1 – Demographic Profile

In the context of developing a Community Services Strategy and Action Plan 2008-2018 for Glen Innes Severn Council, Verso Consulting has undertaken demographic research in order to produce this Demographic Profile of Glen Innes Severn.

Glen Innes Severn is comprised of a mix of villages and rural communities, as well as the township of Glen Innes. This Profile examines data for the local government area as a whole, drilling down to localities in order to determine whether particular characteristics of the localities warrant tailored service responses. Where relevant, comparisons are made to data relating to NSW. The following localities have been identified:

- Ben Lomond (Rural Community)
- Deepwater (Village)
- Emmaville (Village)
- Glen Innes (Town)
- Glencoe (Village)
- Lambs Valley (Rural Community)
- Newton Boyd (Rural Community)
- Red Range (Village)
- Shannon Vale (Rural Community)
- Wellingrove (Rural Community)
- Yarrowford (Rural Community)

A range of primary sources have been analysed: Australian Bureau of Statistics (ABS) Census of Population and Housing, 2001 and 2006; ABS Socio-Economic Indexes for Areas (SEIFA) data, 2008; NSW State and Regional Population projections 2001-2051, 2005 release.

Key Findings

- An analysis of the Socio-Economic Indexes for Areas (SEIFA) for the eleven localities which comprise Glen Innes Severn indicates five fall into the most disadvantaged third of NSW localities. The town of Glen Innes is included in this group; the other localities are Deepwater, Emmaville, Newton Boyd and Red Range.
- The population of Glen Innes Severn is skewed toward the older age groups, with 70% of persons aged 25 or older. 1,795 persons are aged over 65 (20%) of the total population. There are, however, over 1,800 children aged under 15 who require a range of educational, health and socialisation services.
- The 2006 Census counted 2,423 families in Glen Innes Severn LGA, 923 (69.3%) living in the township of Glen Innes. There were 501 one parent families identified in Glen Innes Severn, with a slightly higher proportion in Glen Innes (19.5%). The Census counted 427 female lone parents in the LGA and 77 male lone parents.
- Primary school (91.5%) attendance is generally high compared to rural NSW; however pre-school (58.6%) and secondary school (74.7%) attendance is lower, particularly in Ben Lomond.
- The accessibility of the Glen Innes Campus of New England TAFE has resulted in Glen Innes Severn having a higher proportion of the population participating in Technical College/TAFE education (45.2%). All localities but Ben Lomond reported a higher percentage than that of rural NSW (22.7%). The TAFE offers a wide range of vocation courses which are relevant to local industries.
- The proportion of unemployed persons seeking work is higher in Glen Innes than for rural NSW across all cohorts examined (age, gender, indigenous status), the overall figure being 4.3% as compared to 3.1%. The total number of persons seeking work at the time of the Census was 301: not a huge number in absolute terms, but certainly a significant number in the context of the local communities.
- The local Aboriginal population (437 persons) comprised 4.9% of the population of Glen Innes Severn. This group is over-represented (11.1%) in terms of unemployment (higher than the national figure for indigenous persons), and low weekly income (40.5% of the Aboriginal population of Glen Innes Severn have a weekly income of less than \$250).
- The majority of persons in Glen Innes Severn were living with secure tenure arrangements (fully owned homes, being purchased or life-time tenure arrangements). The localities in which there were higher reported households with relatively insecure tenure (rental or rent-free arrangements) were Glen Innes (26.6% - 661 households) and Glencoe (24.1% - 19 households).
- 63.2% of households in the villages of Glen Innes Severn reported monthly housing costs of less than \$750, with 29.9% (69 households) reporting housing costs of less than \$400.

- Households which include an Aboriginal person are likely to have more people per bedroom (an indicator of housing density) and there are indicators that these households may be experiencing a higher level of housing stress (a ratio of housing costs against income).
- 87.2% of households in Glen Innes Severn have access to a private motor vehicle. The majority of households with such access are in Glen Innes and the villages of Deepwater, Emmaville and Red Range. 7 households in Newton Boyd and 3 in Shannon Vale do not have access to a private motor vehicle which raises the question of how the people involved engage with their community given the dispersed nature of these rural communities.

It is recognised that demographic analysis provides one type of insight into the characteristics of an area such as Glen Innes Severn, but there are multiple and complex dimensions which cannot be understood through demographics alone.

These findings and hypotheses will be tested and expanded through other stages of this project in order to put forward a 10 Year Strategy for Community Services which will address the unique needs of the Glen Innes Severn population.

The following discussion of results has been developed with reference to the identified issues. It should be noted that the demographic analysis provides insights which will be tested and expanded through other stages of this project.

2.1 Transport

Access to transport, whether public or private, is a critical issue across all of the target groups. There are clear implications for travel to work or education activities, social commitments and medical/health related appointments. While a demographic analysis does not fully capture the range of transport options available, it does provide a level of insight into the options which are accessed by the population.

The Census examines one of the above areas in detail (travel to work), and indicates that a high proportion (at least 83.6%) of the working population of Glen Innes Severn rely on private transportation to get to work. The nature of the vehicle is an integral element in the type of work for some of these persons (e.g. transport drivers require their truck), but it is anticipated that this scenario comprises a small segment of the working population. No person indicated on their Census response that they used any form of public transport to travel to work.

The majority of households in Glen Innes Severn have access to a private motor vehicle (87.2%). Most of the 305 households without access to a private motor vehicle are located in the township of Glen Innes, with 11 households in the village of Deepwater, 16 in Emmaville and 3 in Red Range. There are, however, a number of households in rural communities which, at the time of the 2006 Census, reported that they do not have access to a private motor vehicle, which raises the question of how the people involved engage with their community given the dispersed nature of these communities:

- Newton Boyd – 7 households

- Shannon Vale – 3 households

2.2 Affordable Housing

Demographic data provides considerable and detailed information regarding housing and housing affordability for the population in question.

The majority of persons in Glen Innes Severn were living with secure tenure arrangements (fully owned homes, homes being purchased or life-time tenure arrangements). The localities in which there were higher reported households with relatively insecure tenure (rental or rent-free arrangements) were Glen Innes (26.6% - 661 persons) and Glencoe (24.1% - 19 persons).

Housing costs across the LGA, however, cover a broad spectrum.

- \$0-\$399 per month: 101 households (11.4%)
- \$400-749 per month: 254 households (28.6%)
- \$750-\$1,199 per month: 250 households (28.2%)
- \$1,200 - \$1,999 per month: 126 households (14.2%)
- \$2,000+ per month: 49 households (5.5%)

63.2% of households in the villages of Glen Innes Severn reported monthly housing costs of less than \$750, with 29.9% (69 households) reporting housing costs of less than \$400.

An examination of housing cost data based on reported Indigenous Status indicates that a higher proportion of Aboriginal persons pay from \$0-\$749 per month for housing than the comparable figure for the total Glen Innes Severn households (80.7% as compared to 64.4%). No Aboriginal households reported housing costs greater than \$1,199 per month.

Data relating to household density indicates a higher measure for households which include at least one Aboriginal person. While this may be reflective of culturally preferred living arrangements, it potentially masks a higher degree of housing stress among the Aboriginal community as compared to the total population.

2.3 Training and Employment

2.3.1 Training

Similar to the topic of Transport, the Census offers data relating to the types of training accessed by the population, rather than reporting on the range of training options available.

The high Technical School/TAFE attendance of in Glen Innes Severn (45.2% of the 12-17 year old population as compared to the rural NSW figure of 22.7%) points to the accessibility of New England TAFE's Glen Innes Campus as a significant factor in the training opportunity profile of the area.

The TAFE offers a wide range of courses covering diverse subject areas and as such provides scope to develop innovative training initiatives for persons of any age wishing to undertake vocational studies. Courses are currently offered in fields such as accounting, aged care, chemical application, explosives, information technology, office administration, real estate, retail studies, rural production studies, welding, wool classing and workplace assessor training¹.

2.3.2 Employment

Employment data at the local level is one strength of Census reporting.

Young People

In August 2006, the proportion of unemployed persons seeking work across all ages in Glen Innes Severn was 4.3% (301 persons). The proportion of young people seeking work, however, was more than double this rate, at 10.5% (91 persons). 81 of these young people were from Glen Innes, with the balance living in Ben Lomond, Glencoe and Newton Boyd. As a comparison, the rate of unemployment among 15-24 year olds across rural NSW at the time was 5.7%.

When coupled with the data relating to secondary school attendance, it would appear that there is scope for greater take up of the vocational training options offered by New England TAFE's Glen Innes Campus and other RTOs in the areas which could offer traineeships or apprenticeships.

Women

There is a significantly lower proportion of women in Glen Innes Severn seeking employment than men: 2.6% (97 women) compared to 6% (204 men). The range of difference across the age groups peaks at 5.2% (25-44 year olds), down to 3.7% (15-24 year olds), 3.2% (45-64 year olds) and just 0.8% for those over 65 (which is a small segment of the labour force).

¹ TAFE NSW website (http://www.tafensw.edu.au/campuses/location_35.htm) accessed 17/6/08

Women in the 25-44 year old age group would typically include a significant number of mothers returning to work after a period of time caring for children at home, although it is anticipated that this would not be true for the entire group (38 women in 2006). This is the age group with the highest number of women (38).

There were 34 women aged 15-24 seeking employment (8.5% of the female working age population).

ATSI

There is a significantly higher proportion of unemployed Aboriginal persons looking for work in Glen Innes Severn in all 'working age' brackets as compared to the total population:

- Age 15-24: 13.3% Aboriginal and 10.5% total
- Age 25-44: 12.4% Aboriginal and 6% total
- Age 45-64: 8.5% Aboriginal and 3.7% total

When considered in light of the propensity of the Aboriginal population to experience issues of ageing earlier than other segments of the Australian population (often as early as age 45), it is expected that there would be a lower proportion of Aboriginal persons aged 45-64 seeking employment, so the data above does not necessarily indicate a higher employment rate, rather a smaller potential labour force.

Aboriginal persons in Glen Innes Severn are predominantly employed in construction, transport/postal/warehousing and health care/social assistance. A comparative analysis indicates that nationally, the Aboriginal population has a higher proportional representation in community/personal service and clerical/administration roles than either the Aboriginal or total population in Glen Innes Severn.

2.4 Family Support

The 2006 Census counted 2,423 families in Glen Innes Severn LGA, 923 (69.3%) living in the township of Glen Innes. There were 501 one parent families identified in Glen Innes Severn, with a slightly higher proportion in Glen Innes (19.5%). The Census counted 427 female lone parents in the LGA and 77 male lone parents.

The types of supports helpful to these families vary greatly, and are dependent on a wide range of factors including: whether single or couple parents, the physical health of family members, the mental health of family members, the presence of any learning difficulties, the labour force status of family members, the income of the family, the housing costs and a myriad of other dynamics.

It is not possible to determine appropriate supports from Census data, however, an analysis of the Socio-Economic Indexes for Areas (SEIFA) for the eleven localities which comprise Glen Innes Severn indicates five of these localities fall into the most

disadvantaged third of NSW localities. The town of Glen Innes is included in this group. The other disadvantaged localities are Deepwater, Emmaville, Newton Boyd and Red Range. There are 923 families with children living in Glen Innes, with significant numbers also reported in Ben Lomond (64), Deepwater (63) and Emmaville (68).

2.5 Support for Young People of School Age

The population of Glen Innes Severn is skewed toward the older age groups, with 70% of persons aged 25 or older. 1,795 persons are aged over 65 (20%) of the total population.

There are, however, significant numbers of young people as well as over 1,800 children aged less than 15 years who require a range of educational, health and socialisation services. Insight into service availability and gaps can be gained through consultation processes, rather than the Census.

2.6 Cultural Recognition of Aboriginal Community

At the time of the 2006 Census, the local Aboriginal community constituted 4.9% of the entire population of Glen Innes Severn, and comprised 437 persons. 86% of these persons resided in Glen Innes, with Deepwater having the next greatest number (21 persons, 4.3% of the population of the locality).

The largest service age group is Pre-school (age 0-4), with 70 children, 67 of whom live in Glen Innes. The remaining children reside in Deepwater. It is interesting to note that this age bracket comprises 12.4% of the indigenous population in Glen Innes Severn which is significantly greater than the comparable measure for rural NSW (3.9%).

Four Aboriginal persons living in Glen Innes reported that they spoke an Australian Indigenous Language at home, although data is not available to ascertain whether these were young children or elders, or whether there was some other common characteristic of this small group.

Census data does not report on nations as identified by Aboriginal persons. It is critical to gain an appreciation of this in order to facilitate cultural recognition.

2.7 Youth Services

The 2006 Census reported 874 persons aged between 15 and 24 living in Glen Innes Severn. This group constituted 9.7% of the population of the LGA (young people comprise 11.4% of the population of rural NSW).

As expected, the majority of this group resides in Glen Innes (868) and makes up 11% of the population of the town. There are significant groups of young people living in the following localities:

- Ben Lomond 45 persons: 11.5% of the locality's population
- Emmaville 32 persons: 6%
- Red Range 26 persons: 10.4%

Key channels for promoting and delivering services to the younger persons in this age bracket are the local high schools (Glen Innes and Emmaville), and the local football and netball clubs which are typically a central gathering point for young people. Information relating to these types of groups can be ascertained through consultation and other research processes.

2.8 Children's Services

At the time of the 2006 Census, there were 1,304 school age children (age 5 to 14) living in Glen Innes Severn (14.5% of the total population). Significant numbers of school age children were reported in all localities:

- Ben Lomond 54 children: 13.8% of the locality's population
- Deepwater 92 children: 18.9%
- Emmaville 68 children: 12.7%
- Glen Innes 868 children: 13.8%
- Glencoe 34 children: 16.2%
- Lambs Valley 30 children: 18.3%
- Newton Boyd 33 children: 15.1%
- Red Range 40 children: 16%
- Shannon Vale 28 children: 15.4%
- Wellingrove 30 children: 27%
- Yarrowford 27 children: 17.1%

Public schools, located in Ben Lomond, Deepwater, Emmaville, Glen Innes, Red Range and St Joseph's Catholic Primary School in Glen Innes² are obvious gathering points for children in the LGA, as are pre-schools, childcare centres and early childhood health centres³. Further analysis of the engagement of families with such services is critical to developing a responsive service plan.

2.9 People from Culturally and Linguistically Diverse Backgrounds (CALD)

The key demographic findings are summarised here as they are not specifically picked up in the findings summarised above in relation to 'Issues of Concern'. The key CALD demographics are:

- There is a small, geographically dispersed CALD population resident in Glen Innes Severn, comprising 98 persons born in 12 mainly non-English speaking countries (NESC).
- The greatest concentration of this population lives in Wellingrove (6 persons comprising 5.4% of the locality's population), while the greatest number live in Glen Innes (74 persons comprising 1.2% of the town's population).
- The vast majority (116) of persons living in Glen Innes Severn who speak at LOTE also speak English 'Well or Very Well' (self-described). The remaining 14 persons indicated that they speak English 'Not Well or Not at All'

² NSW Government Education website (<http://www.nsw.gov.au/education.asp>) accessed 18/6/08

³ NSW Government Health website (<http://www.nsw.gov.au/health.asp>) accessed 18/6/08

3 Stage 2 – Document Review

3.1 Purpose of Stage 2 Report

This Report relates to Stage 2 of the development of a Community Services Strategy and Action Plan 2008-2018 for Glen Innes Severn Council.

In the context of developing a Community Services Strategy and Action Plan 2008-2018 for Glen Innes Severn Council, Verso Consulting has undertaken a targeted Document Review in order to confirm, clarify and summarise the Key Findings and “Issues of Concern” in the Stage 1 Report Demographic Profile.

The Stage 2 Report pulls together a summary of key points and strategic priorities referred to in other Council documents. It also reviews a selected number of external reports and documents which may assist with the development of strategic new initiatives within the 10 Year Strategy for Community Services. This report represents a starting point for the generation of innovative ideas for community development and new services/programs building on the solid framework of Council’s Social Plan (2006-2011).

3.2 Internal Documents Reviewed

Management Plan 2008/2011

Social Plan 2006-2011

Community Services Review (Aurora) February 2006

Community Services Division Compliance (Gallagher Report – June 2006)

Aged & Disability Services Strategic Plan (2008-2018)

3.3 Themes from Council’s Social Plan

A review of Council’s Social Plan has highlighted relevant themes and goals. The following points relevant to the ‘Issues of Concern’ and/or ‘Target Groups’, across the Glen Innes Severn community have been summarised:

Transport

Transport is noted as a major concern with high demand for improved availability of community transport for financially disadvantaged persons. A local working group on transport issues was established as an outcome of the Social Plan and it is vital that this group is given ongoing support within the upcoming Community Services Strategy.

Aboriginal Recognition

Council has an Aboriginal Consultative Group and relationships with Glen Innes Local Aboriginal Lands Council, Cooramah Housing and Enterprise Aboriginal Corporation, and Boorabee Aboriginal Corporation. These relationships are vital to the development of appropriate and accessible Community Services appropriate for the community as a whole, as well as indigenous persons. It is important that Council continues to develop its Aboriginal workforce within community programs in order to provide consultative and culturally appropriate support for Aboriginal clients and participants.

Affordable Housing

A shortage of affordable rental accommodation was noted

Support and Activities for Young People

Key issues were noted in villages and rural communities within the Plan were the need for funds to maintain community halls and other infrastructure.

3.4 Strategic Aims from Council's Social Plan

Children

- Support children in disadvantaged families
- Link with the NSW Department of Community 'Services Early Intervention Program with the Benevolent Society as the Lead Agency
- Draw on the NSW Government's prevention and early support strategy (Better Futures) for children and young people aged 9-18 years
- Overcome access barriers to participation in sport and recreation for children from financially disadvantaged families
- Maximise resources and funding opportunities through networking of primary schools, pre-schools and childcare services

Young People

- Maintain support for the Council's Youth Advisory Committee
- Maximise training and employment opportunities including the Learning Centre UNE Access programs
- Maximise funding opportunities and resources including the use of volunteers through improved networking and joint projects
- Facilitate community discussion between parents and young people through the use of the library, church groups and youth clubs
- Address issues relating to youth justice conferencing, sexual health and access to drug and alcohol education

Women

- Foster employment and training opportunities for young women
- Provide information about services supports and activities
- Promote the availability of telephone assistance in cases of domestic violence
- Address housing issues in a way which minimises domestic violence
- Provide handyman services for women of all ages
- Enable the provision of affordable Family Daycare
- Ensure mental health services address the needs of women

Aboriginal People

- Increase local employment opportunities
- Foster cultural visibility, recognition and understanding
- Develop an Aboriginal cultural heritage plan
- Ensure health services address the needs of the Aboriginal community

People from CALD Backgrounds

- Ensure appropriate access to information about available support services

-
- Ensure interpreter services are available for CALD persons in hospitals and schools
 - Provide recognition of cultural diversity and the economic benefits of a diverse community

People in Rural Communities and Villages

- Provide ongoing grant funding for upgrading of community buildings in villages and rural communities
- Ensure residents in villages are adequately informed about council's community services
- Improve recreational green space
- Encourage safe organised activities for children in villages
- Address transport issues

People with Mental Illness

It is important to note that the Social Plan makes very little specific reference to the needs of people with mental illness. This may reflect the extent to which mental illness remains the last major taboo topic within the Australian culture.

3.5 Community Renewal Concepts

Community Renewal Concepts⁴ could be applied to capitalise on Glen Innes Severn's strategic location as follows:

- Enhancing the image of the area
- Improving the economic position of residents
- Maintaining affordability, while enhancing lifestyle housing choice
- Strengthening community capacity through engagement
- Key Program Areas considered in this external Document Review include:
 - Community Hubs/Activity Centres
 - Community Safety and Cross-Cultural Programs

⁴ www.neighbourhoodrenewal.vic.gov.au

- Children's Initiatives
- Health and Wellbeing – the potential to provide a focus for activities for young people and community education/engagement programs related to healthy living and activities for people of all ages
- Community Safety – community information and support in relation to the role of Police and prevention/assistance in response to family violence
- Housing and Environment – a community hub may act as a centre for street cleanliness and vandalism prevention strategies
- Employment and Learning – a community hub can provide a long term resource for children and young people in support of their learning (homework clubs, tutoring) and may represent a gateway to employment.

4 Stage 3 – Consultations

4.1 Key Findings

Consultation findings confirmed and validated as current, Council's identified issues of concern and provided detailed qualitative insights into the issues. In this summary we highlight the issues of concern in detail:

Transport

- There are barriers to accessing sports and activities. This is problematic for young people living in rural villages and locations
- There are barriers to employment
- There is a culture of alcohol and substance abuse that affects road safety.
- Access to medical transport is limited and there is an increasing demand on private transport to visit specialists, attend medical appointments and receive medical treatments
- Impacts on the sustainability of many other programs and activities in the community
- Some community members are unlicensed and therefore require reliable alternate forms of transport

Affordable Housing

- Some people migrating to the area have no employment prospects in Glen Innes and they are placing demands on the social service system
- Lack of affordable housing
- Homelessness

Training and Employment Opportunities

- It appears that training programs are not geared towards local employment
- Lack of employment opportunities – variety and numbers

-
- Rural restructure – The types and volume of rural employment have changed.
 - Reliability of job seekers
 - Moving out of Glen Innes to get an education that can lead to employment
 - Young People find it hard to get casual employment
 - Community attitudes may exclude people from the workforce
 - A lack of Aboriginal employment opportunities. Consultation with the Aboriginal Community raised these issues regarding Aboriginal Employment and Training for Young Aboriginal people
 - A lack of Aboriginal employment opportunities. Consultations with the Aboriginal Community raised these issues regarding Aboriginal Employment and Training for Aboriginal people.
 - Language is a barrier to participating in employment
 - Employment issues particular to men
 - Employment issues particular to women
 - Other employment issues

Family Support

- There is a need for initiatives that bring together mothers helps to support families
- There is a need for initiatives that support families who are in temporary need.
- Young Fathers are often disconnected from their children and do not maintain regular financial support
- There is a need for parenting education
- Some Aboriginal Families require assistance
- There is an opportunity for Family services to be better coordinated in Glen Innes

Support Activities for young people of school age

- There is an opportunity to improve participation in youth clubs/activities through improved coordination, information and through the provision of resource support.
- Barriers to participating in sports and the identified benefits of participating

-
- There is a need for a greater scope with regard to the variety of activities made available to young people
 - There appears to be a need for improvement of facilities/amenities that young people or children currently use or could use in the future.
 - The library is not seen as a facility for young people

Cultural recognition of Aboriginal Community

- A need for a more coordinated approach across the community
- Improving literacy
- Local issues impacting on the local Aboriginal Community
- Local Aboriginal history and cultural issues and their impact

Youth Services/Activities

- Street drunkenness, violence and vandalism
- Depression and Mental Health
- There is a need for positive role models
- Very young teens (some respondents claim girls as young as twelve) are sexually active
- There is a need for a new approach to suspension from school
- There is a need for after school care for teens who attend Glen Innes High School
- The Youth Council may need to improve its image with Young People
- There is a need for education surrounding the abuse of alcohol and the affect it has on vehicle safety
- Aboriginal elders have concerns about the issues facing young Aboriginal people but are uncertain what to do
- The rapport between the local Aboriginal community and the Glen Innes High School could be improved

Children's Services Activities

- Financial Disadvantage
- There is a need to develop more facilities/amenities and areas that are children friendly

- Issues affecting Aboriginal children and their mothers
- The importance of care and support in Villages and Rural Communities
- There is a need for expanding and improving the service provided by the OOSH (Out of School Hours) Program

Additional Issues of Concern

Consultations also revealed additional issues of concern to those already identified by Council.

- A need for Glen Innes to have a more proactive and planned approach to economic development
- A need to have better coordinated information and services
- Migration to Glen Innes has both positive and negative aspects
- There are insufficient police to address the community's concern
- Rural communities and villages are under resourced within Glen Innes Severn Council
- There is a lack of information about services and programs available in the community

4.2 Council's Role

In this section we have detailed Council's role as identified by respondents in the consultations. In this response the identified issues of concern have been cross referenced against differing roles that Council may play, as detailed:

Identified Role

- No role
- Information Provision – brochures; service directories; data bases; providing support to community members to access information; ensuring that information is culturally accessible and culturally appropriate; that information is accessible to community members in the languages they speak; that people who do not speak English have access to interpreters; that information is relevant to identified issues of concern; that information is available in accessible locations; information that supports visual and auditory disabilities
- Coordination of services – which may including facilitating networks of services and service providers, clubs groups and community members
- Advocacy – political Influence decisions and policy; working for public policy reform including additional resources for Glen Innes; Seeking to connect/reconnecting portions of the community and services together
- Community building - is a sustained effort to increase involvement and partnership among members of a community to achieve common objectives. It involves local people, community organisations, government, business and philanthropic organisations working together to achieve agreed social, economic and environmental outcomes.
- Collaborator – supporting or leading initiatives with other services, groups and clubs to deliver services, provide infrastructure, apply for funding
- Directly providing services, infrastructure, programs utilising Council's and other Government and non Government funding sources

While most respondents were able to identify the issues of concern with ease, their responses to what Council's role should be proved to be more difficult. The table below details their responses to Council:

Identified Area of Concern	No Role	Information	Coordination	Advocacy	Community Building	Collaborator	Service Provider	Do not Know
Transport		✓		✓				
Affordable Housing		✓		✓				
Training & Employment opportunities		✓	✓	✓	✓	✓	✓	
Family Support		✓	✓					
Support Activities for young people of school age		✓	✓				✓	
Cultural recognition of Aboriginal Community		✓						
Youth Services/Activities		✓	✓					
Children's Services Activities		✓					✓	
In Community Forums the following additional issues of concern were raised								
Rural Communities - under resourced								✓
Information Provision		✓						

Additional issues identified through telephone and face to face consultations								
Economic Development							✓	
Coordination of Services and Information		✓	✓					
Migration								✓
Adequacy of Policing								✓

Table 2 - Respondents Response to Council's role in Addressing Identified Issues of Concern

5 Stage 4 – Desktop Review of Service Directories

5.1 Introduction

Service directories and brochures were reviewed and targeted internet searches were undertaken to identify the adequacy of services and available information regarding those services. This review is one of four primary data gathering methods used to identify community needs (identified issues of concern) and to what extent services support the identified target groups.

5.2 Key Findings

Community Directories

The Glen Innes and District Community Centre Inc, Community Directory 2007 is comprehensive. The additional *Community Services Directory – Glen Innes* is a valuable tool as it provides email and website addresses. It also provides sufficient details of the activities and a comprehensive list of meeting notices (times, places, and organisation). The notice board appears to be up to date and provides a useful overview of community activities.

As a communication tool, the directory's presentation reduces its impact; it does not provide details of target groups in some key areas; there is a lack of cross referencing for web or email access. Children and younger people may find the directory lacks relevance for them due to its presentation and lack of hyperlinks.

Glen Innes Severn Directory Aboriginal Services 2007 provides clear and simple information with a list of contact people and relevant email addresses. The directory is not available on line reducing its appeal and relevance to younger people and the lack of on-line information reduces accessibility to service providers. The Directory is stamped as 2007 and as it is only available in a printed format it is likely to be out of date and thereby this further reduces its usefulness as a tool.

Brochures

- The variance in quality and presentation of the brochures is significant
- The lack of cross-referencing to websites and email addresses reduces the effectiveness of brochures
- Very few of the brochures have been developed with young people or children directly in mind

- There is a lack of details around training and employment opportunities, affordable housing, transport, support activities for younger people of school age and youth services and activities
- It appears when the brochures are cross referenced to the service directory and cross referenced to the very large number of activities and opportunities for young people to participate in the community that the significant issue is a lack of co-ordination and information regarding these activities and opportunities, rather than the lack of opportunities and activities
- There is no information regarding youth groups or clubs
- Youth services generally only refer to services that respond to issues or problems with young people
- The critical issues of teenage pregnancy, sexually transmitted diseases, HIV information, contraception, drug and alcohol information and confidential counselling are not addressed adequately or at all

Internet

A targeted search of websites was undertaken to identify relevant services and their accessibility. This review has particular significance as younger people and children are more likely to use the web as a primary source of accessing information. The websites relative to Glen Innes, by and large are not of an acceptable or current standard – hyperlinks, graphic design, content, currency, interactivity etc are poor - and therefore this reduces access and may provide barriers for people to participation in community life and targeted services.

6 Stage 5 – Research Consolidation

6.1 Introduction

In this section of the report:

- Stages 1 to 4 have been consolidated
- Further research prompted by community consultations, is detailed and the findings are documented
- The additional research has been consolidated into the overall findings of Stages 1 to 4.
- The relevance and currency of the findings has been validated or refuted

6.2 Consolidation of Stages 1 to 4

6.2.1 Expanding the Issues of Concern

All information gathered from our four data collection methods was used to validate and clarify findings. The methods are:

- Demographics (Stage 1)
- Document Review (Stage 2)
- Consultations (Stage 3)
- Desktop Review of Service Directories/Brochures (Stage 4)

Twenty-three of the twenty-six listed strategies in the Social Plan have been validated as current. These strategies provided the initial framework for identifying and investigating the issues of concern. These issues have been explored and detailed in a manner that will allow Council to address the issues through the 10 Year Strategic Plan Community Services. The umbrella issues have been fully explored and expanded (expanded issues) through Stages 1 to 4 and are detailed as:

- Transport

-
- Access Barrier for Young People to participate in sports/ clubs etc
 - Barriers to employment
 - Access to Health Transport and visits to Doctors/Specialist
 - Impact many other activities
 - Affordable Housing
 - Migration due to lower cost housing is increasing demand on limited services
 - There is a lack of social housing
 - Training and Employment
 - There is an opportunity for TAFE programs to be more aligned to local employment
 - Lack of employment opportunities – variety and number
 - Rural restructure
 - Reliability of job seekers
 - Moving out of Glen Innes to for education and eventual employment
 - Hard to get casual employment
 - Community attitudes may exclude people from employment
 - Barriers and issues with employment for men
 - Lack of employment opportunities for Aboriginal people – Youth & Adults
 - Language can be a barrier to participating in employment
 - Barriers and issues with employment for women
 - Family Support
 - There is a need to bring together mothers – this helps families
 - Temporary/emergency need
 - Disconnection of younger fathers
 - Parenting education is required

- There is a need for additional support for some Aboriginal families
- Family services could be better coordinated
- Support activities for Young People of school age
 - Participation in sports and clubs needs to be encouraged
 - There is an opportunity to improve facilities/amenities
 - The library is not seen to be a place for Young People
 - Lack of information to facilitate access
- Cultural Recognition of Aboriginal Community
 - There needs to be a more coordinated approach across the community and its services
 - Literacy needs to be improved
 - Local issues
 - Culture and History
- Youth Services/Activities
 - Street Drunkenness, Violence and Vandalism
 - Depression and mental illness
 - Positive role models are required
 - Sexual health issues
 - There is a need for a new approach to suspension from school
 - There is a need for after school care for High School Young People
 - Glen Innes Severn Council's Youth Council requires an improved image
 - Abuse of alcohol and road safety – Glen Innes Young People need improved education
 - Aboriginal elders are concerned about this issue
 - There is an opportunity for Aboriginal community and Glen Innes High School to work together to respond to issues

- Children's Services
 - Financial Disadvantage
 - Facility and amenity improvements
 - Aboriginal children and their mothers
 - Opportunity to improve OOSH
 - Vital role of playgroups in rural locations should be recognised

Additional Issues

Additional issues of concern were identified through research undertaken (Stages 1 to 4). The issues are:

- Information and Coordination
 - Current services are inadequate and poorly coordinated
- Economic Development
 - Needs to be strategic and a clear and consistent approach is required
- Adequacy of Policing

6.2.2 Council's role in responding to the Issues of Concern (as identified through Stages 1 to 4)

As shown in Section 4.2 of this Report, the community's expectations regarding Council's role is defined as:

- Information Provision
- Coordination of services
- Advocacy
- Community building
- Collaborator
- Directly providing services, infrastructure, programs utilising Council's and other Government and non Government funding sources

The community's expectation regarding Council's role, is lower than the levels of response Council currently provides in addressing the identified issues of concern.

6.3 Additional Research

Findings from Stages 1 to 4, including community suggestions, resulted in further research. The additional research was undertaken to ensure that there was an appropriate evidence base to all subsequent Council responses (as detailed in the Action Plan).

The research undertaken included international periodicals and medical journals, local council social/community plans; media releases (Australia) and books. The areas/subjects of the research focused upon: youth and sex, youth and substance use, youth and leisure, community building, health and recreation, employment and social disadvantage; all information sources used were written and published between the years 2003 and 2008.

Outcomes of Reviews

The additional document reviews highlighted a number of outcomes; the key points being:

- Participation in community life by young people decreases the likelihood of anti-social and personally destructive behaviour by young people
- Young people participating in underage and or unprotected sex, as well as reports of HIV infections highlight the urgency of addressing youth sexual health and wellbeing
- Reviewing the Aboriginal Employment Strategy confirmed the usefulness this document has as a foundation for responses to issues raised in Stages 1 through 4 and will provide a framework for the Action Plan
- The Social Plans reviewed, highlight the relevance of their recommended strategies and provide confirmation of this report's findings
- Tools for community building are available to support recommendations to be developed within this plan
- Recommendations developed in the Action Plan are able to be linked to a range of funding options and Government initiatives
- Glen Innes has become a place with cumulative disadvantage, increasing from a place with a '*degree of disadvantage*' in 1999, to a place that was in the main '*disadvantaged*' in 2004.

This research assisted in the development of detailed working papers that were used to develop responses as defined in the Action Plan.

7 Stage 6 –Strategy Development

7.1 Introduction

This Section of the Report details:

- Community Forums utilised to clarify, explore and develop strategies to respond to the identified needs
- A workshop conducted with Council that:
 - addressed the findings of research with reference to the Social Plan
 - clarified, explored and developed strategies to respond to the identified needs
 - clarified Council's role
 - identified issues that should not be addressed under the 10 Year Strategy Community Services (which may be more appropriately addressed under other Council plans)
- The process used to refine the strategies used in the Action Plan (Stage 7, Section 8)

7.2 Community Forums

Three Community Forums were conducted. These Forums in particular focused on family and youth services and transport. Robyn Condon, Manager Community Services and the Consultants, concluded that the development of the strategy would be further enhanced through the further exploration of family, youth services and transport. Community consultations were rich in identifying problems, but lacked sufficient insight into opportunities for service improvement in some of the expanded issues. Forum participants provided input and suggestions for responding to the expanded issues of concern. The information gathered is reflected in the Action Plan.

7.3 Council Workshop

Eight members of Council staff attended the workshop. The outcomes of the workshop included:

Review of the Social Plan

The Social Plan was reviewed with reference to the findings of Stages 1 – 5 of the Report. Twenty-three of the twenty-six listed strategies in the Social Plan remained current, relevant and/or were accurate, with three being refuted as currently relevant.

The participants confirmed which of the Social Plan Strategies were of the greatest concern to them. In order they are:

- Addressing children and youth issues
- Addressing information issues
- Addressing community issues

Review of the expanded issues of concern

Participants confirmed these issues, however they refuted concerns raised in consultations that Council had under resourced rural villages and communities outside of the Glen Innes Township.

Councils Role

Council's role in responding to the identified issues of concern was also fully explored. The role/s which Council can undertake to address the issues of concern is/are:

Identified Area of Concern	No Role	Information	Coordination	Advocacy	Community Building	Collaborator	Service Provider	Do not Know
Transport		✓	✓	✓	✓	✓	✓	
Affordable Housing		✓	✓	✓	✓	✓	✓	
Training & Employment opportunities		✓	✓	✓	✓	✓	✓	
Family Support		✓	✓	✓	✓	✓	✓	
Support Activities for young people of school age		✓	✓	✓	✓	✓	✓	
Cultural recognition of Aboriginal Community		✓	✓	✓	✓	✓	✓	
Youth Services/Activities		✓	✓	✓	✓	✓	✓	
Children's Services Activities		✓	✓	✓	✓	✓	✓	
In Community Forums the following additional issues of concern were raised								
Rural Communities - under resourced	Not Considered an Issue - Council can point to the reverse - rural areas outside Glen Innes township get more funding							
Information Provision		✓	✓					Same as Coordination raised below

Additional issues identified through telephone and face to face consultations								
Economic Development							✓	
Coordination of Services and Information		✓	✓					
Migration	Should be rolled into economic development							
Adequacy of Policing		✓	✓	✓				

Table 3 - Council's role in Addressing Identified Issues of Concern

During the process of reviewing Council's role participants recognised that Council to a varying degree was a direct provider of services for most of the identified issues of need. This was a surprising outcome of the workshop as the initial thought of the participants was that many of the issues required other services to respond. The table below details the services that Council provides referenced to the identified issues of concern.

Services – Council provides	
Transport	Garden Court Bus - Community Access
	Transport for early intervention
Affordable Housing	The provision of housing in Emmaville
	Planning and zoning
Training and Employment	Council - as an employer
	Council - Aboriginal employment strategy
	Council's - training and development initiatives

Services – Council provides	
	Council's - participation in employment strategies/disability long term unemployed
	Council's - proposed traineeships
	Council's - terms and conditions for contractors
Family Support	Rate reductions for Financially and Socially Disadvantaged
	Parks - amenities - festivals - library services
Support activities for Young People of school age	Parks - amenities - festivals - library services
Cultural recognition of Aboriginal	Aboriginal Consultative Committee
	Protocols / Policy / Practices
Youth Services	Youth worker
	Youth Council
Information Provision	Websites, information points, tourist information
Economic Development	Staff positions and policy/planning
Adequacy of policing	No direct service provision

Table 4 - Council's Current Service Provision

Service Improvements and Addressing Needs

Participants contributed to service improvement ideas and innovations that are reflected in the Action Plan.

7.4 Process to develop Action Plan

Service improvements and initiatives aimed at addressing needs were documented as a result of research and forums conducted (Stages 1 to 6).

The consultants maintained an active conversation with Robyn Condon, Manager Community Services throughout the process as ideas, innovations and service improvements emerged as a result of these processes and the learning environment maintained in Verso's consulting practice (Active Learning®). Learnings from the active conversation were detailed in the Working Papers.

The Working Papers provided documented evidence of the issues of concern, the expanded issues, possible solutions, Council's role and details of other relevant information. The Working Papers were used to develop the 10 Year Strategic Plan Community Services Action Plan.

8 10 Year Strategy Community Services - Action Plan

The Action Plan been developed as a result of a detailed and thorough investigation of issues identified by Glen Innes Severn Council, predominately those within the current Social Plan. Within the scope of the work the consultants were asked to confirm the issues of concern and to identify if there were other issues that should be responded to within the 10 Year Strategy for Community Services (2008-2018). The research conducted confirmed the relevance of the issues of concern and provided insight into three additional issues; Information and coordination, Economic Development and Adequacy of Policing. Within the Action Plan, the issue of Economic Development has remained substantially unaddressed as Council has an Economic Development Plan which is a better framework for responding to the issues identified.

The Council's role when responding to the issues of concern was also investigated resulting in the Action Plan defining the role Glen Innes Severn Council should adopt for each action. The roles are:

- **Information Provision** – brochures; service directories; data bases; providing support to community members to access information; ensuring that information is culturally accessible and culturally appropriate; that information is accessible to community members in the languages they speak; that people who do not speak English have access to interpreters; that information is relevant to identified issues of concern; that information is available in accessible locations; information that supports visual and auditory disabilities
- **Coordination of services** – which may including facilitating networks of services and service providers, clubs groups and community members
- **Advocacy** – political Influence on decisions and policy; working for public policy reform including additional resources for Glen Innes Severn Community; Seeking to connect/reconnecting portions of the community and relevant services
- **Community building** - is a sustained effort to increase involvement and partnership among members of a community to achieve common objectives. It involves local people, community organisations, government, business and philanthropic organisations working together to achieve agreed social, economic and environmental outcomes.
- **Collaborator** – supporting or leading initiatives with other services, groups and clubs to deliver services, provide infrastructure, apply for funding
- **Service Provider** – Directly providing services, infrastructure, programs utilising Council's and other Government and non Government funding sources

The objectives, resultant Actions and Key Performance Indicators (KPIs) are the result of research that included: demographics, document reviews, extensive consultations, a desktop review of directories/information and Council's reviews and feedback.

The timing/priority of the actions and Council's role has been developed as a result of Council's reviews and feedback and the consultants recommendations.

Objectives of the Action Plan Include:

- Increased participation of young people and children (of school age) in sports, clubs and activities
- Improved community participation, health and wellbeing through improved access to transport
- Increased participation in employment
- Glen Innes Severn Council's Community Services, employment policies and practices align with initiatives and objectives of the action plan for the 10 Year Strategy for Community Services (2008-2018)
- Increased community connectedness, inclusion and participation
- Support for the development of a more holistic and coordinated approach when responding to the particular needs of the local Aboriginal community
- Improved coordination of and access to children, youth and family services
- A reduction in the risk factors impacting on young people
- Fostering increased youth leadership and improved wellbeing for young people
- Improved wellbeing for young children and children of school age
- Improved transport options – type, accessibility/reliability, cost, flexibility
- Supporting increased social and affordable housing within Glen Innes

The action plan details positive and achievable actions that are calculated to respond to the identified issues of concerns.

Many of the initiatives can be achieved through bringing the community together to address issues and build a better future. Other initiatives will require access to and the support of funding bodies; this will require a proactive approach from Council. Council has proved to be highly competent in developing and delivering specialised services to support the needs of Aboriginal persons; this competency will place Council in a strong position when applying for new funds and when initiating new programs. Commonwealth concerns and new capital funding streams will support initiatives that are aimed at increasing affordable and social housing providing proactive Council's and other collaborators with new opportunities to strengthen their communities; Glen Innes Severn Council has the opportunity to respond to this community need through this plan.

The plan details:

- a wide range of community building/strengthening initiatives
- the growth and development of current funded programs
- a review of the Out of School Hours Care (OOSHC) program – for future growth and development
- the continued development of Early Intervention (EI) initiatives sub – regionally
- the continued employment of a youth worker
- greater use and access to Council infrastructure
- the development of a community hub
- a collaboration improve access to affordable and social housing

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Increase participation of young people and children (of school age) in sports, clubs and activities	Information Coordination Community Building Collaborator Service Provider	Develop a whole of community approach including transport, sporting clubs, clubs, arts programs, recreational facilities, parks and gardens and the local community	Year 1 to 10	Increase participation rates of young people and children in existing sports clubs and activities Reduce the number of young people exhibiting anti-social behaviour
	Information Advocacy Community Building Service Provider	Establish a community fund to reduce the financial impact of participation in sports, clubs and activities for Financially and Socially Disadvantaged and larger families Fund a youth worker to foster and champion this initiative	Year 2 to 10	Identify funding options (internally, in the local community, from peak bodies and Government)
			Year 2 to 10	Apply for funds Receive funds and distribute to people who would not have participated in the activity due to financial limitations Maintain employment of a youth worker over the course of this plan
	Information Coordination Community Building Service Provider	Develop a web-based resource guide that includes details of all clubs, sports, recreational facilities, arts and youth volunteering options	Year 1 to 10	Increase participation rates of young people and children in existing sports clubs and activities Evidence that young people access the resource guide
	Service Provider	Apply for funding and resources to support these initiatives	Year 1 to 10	Achieve funding outcomes and receive material support
	Coordination Community Building Collaborator	Foster mentoring for young people	Year 3 to 10	Gather stories of positive outcomes for young people because of the support they have received

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Improve community participation, health and wellbeing through improved access to transport	Coordination Community Building Service Provider	Form a permanent transport working group with a membership comprising of: community members, transport providers, council representatives, representatives of the local Aboriginal elders, other service providers, health service representatives and a representative of the Ministry of Transport	Year 1 to 10	The forum's membership is truly representative of stakeholders The forum meets quarterly The forum continues during the life of this plan
	Information Coordination Community Building Service Provider	Through the forum, address: improving access to employment; addressing licensing issues in the Aboriginal community, health transport issues, transport in rural areas and villages and the provision of accessible and up to date information	Year 1 to 10	The forum advances positive solutions to improving transport and reducing barriers that limit participation in community life and access to health services

Table 5 - Improve Participation, Health and Wellbeing Through access to Transport

10 Year Strategic Plan Community Services (2008-2018)

Action Plan

Objectives	Council's Role	Action	Timeframe	KPI
Increase participation in employment	Coordination Community Building Service Provider	<p>Form an employment working group which includes</p> <ul style="list-style-type: none"> • community members • employment providers • council representatives • Chamber of Commerce • representatives of the local Aboriginal elders • business leaders/major employers • a representative from TAFE • representatives from the schools <p>Participate in the Careers Days which are held by the local High School</p>	Year 2 to 10	<p>The working group's membership is truly representative of stakeholders</p> <p>The working group meets twice per year.</p> <p>The working group continues during the life of this plan</p> <p>Council careers and opportunities are represented in Careers Days.</p>
	Information Coordination Community Building Service Provider	<p>Through the working group, address:</p> <ul style="list-style-type: none"> • improving access to employment • participation of Aboriginal people in local employment • improving access to persons in the community who have had a poor work history • how to make best use of traineeships and other government initiatives • opportunities to retain young people within the community • integrating TAFE training programs with 	Year 2 to 10	<p>The working group advances positive solutions to improving the number of employment opportunities and the variety of employment</p> <p>The working group identifies opportunities to improve participation in the workforce</p> <p>Facilitate more options for students who are leaving high school to remain in Glen Innes Severn Council while completing tertiary studies</p>

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
		<ul style="list-style-type: none"> employers requirements employment opportunities for people experiencing mental health issues language barriers 		
	Coordination Community Building Service Provider	Develop a whole of community approach integrating the economic development plan, education, employment and the marketing of Glen Innes Severn Council	Year 3 to 10	The working group and Council express confidence in the common approach to improving employment participation, the number of jobs and the variety of jobs within Glen Innes Severn Council

Table 6 - Increase Participation in Employment

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Ensure that Glen Innes Severn Council's community services, employment policies and practices align with initiatives and actions of the community service action plan	Information Coordination Advocacy Community Building Collaborator Service Provider	Continue to improve employment participation for members of the local Aboriginal community	Years 1 to 10	Employ additional Aboriginal people
	Information Coordination Community Building Service Provider	Make better use of traineeships and government initiatives aimed at improving employment for young people and people who have not regularly participated in employment	Years 1 to 10	Through local employment agencies provide opportunities for participants for their programs to work within Council
	Information Coordination Community Building Service Provider	Continue to develop funded programs that provide services in the Glen Innes Severn Council area and beyond such as, Early Intervention programs etc., with the result that new jobs will be created	Years 1 to 10	Expand funded programs Recruit people (local where appropriate) to work in the funded programs

Table 7- Ensure Policies and Practises Align with the Initiatives and Actions of the Action Plan

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Increase community connectedness, inclusion and participation	Information Advocacy Community Building Service Provider	Continue to support and expand initiatives such as supported playgroups. This is dependent on availability of external funding	Years 1 to 10	Increase the number of playgroups Ensure that Glen Innes township and rural villages have groups that respond to the needs of users and operate at a cost, time and in a manner that ensure that they are accessible
	Information Community Building Service Provider	Seek funding to expand the playgroup initiatives	Years 1 to 10 and Opportunistic	Identify funding options Apply for funding Achieve funding outcomes Employ additional staff Increase the number of playgroups Provide LGA coverage
	Information Coordination Community Building Service Provider	Support the development a community hub within the Library Learning Centre, - a place that belongs to everybody in the community, where people meet, where information can be accessed that reduces barriers to community services - in short a resource for the whole community	Years 2-10	Locate premises or build a facility that can suit the objectives of a community hub Community hub is utilized by a wide range of services and community members. Through the community hub create a meeting place that increases community participation/integration and reduces barriers to services
	Information Coordination Community Building	Empower access to life skills training/support such as parenting, conflict resolution, relationships Make best use of training and support resources within Glen Innes Severn Council Produce a calendar of relevant training initiatives to community members and	Years 1 to 10	Increased attendance at programs Through attendees at playgroups etc. , measure their knowledge of life skills training support programs

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
	Community Building Service Provider	Advocate and support the improvements /development of Council amenities including: <ul style="list-style-type: none"> • The development of a plan for a network of interconnected footpaths and bike paths to improve access across the community • Provide feedback from various groups to planning sections about parks and play equipment to ensure these are meeting the needs of local residents • Identification of high use crossings and routes to better prioritise allocation of resources 	Years 1 to 10	Evidence of a plan and funding Evidence of improved and interconnected footpaths and bike paths. The regularity of use of parks and play areas by community members and their feelings of safety - measured through community consultations

Table 8 - Increasing Connectedness, Inclusion and Participation

10 Year Strategic Plan Community Services (2008-2018)

Action Plan

Objectives	Council's Role	Action	Timeframe	KPI
Support the development of a more holistic and coordinated approach when responding to the particular needs of the local Aboriginal community	Information Coordination Advocacy Community Building Collaborator	Support the Aboriginal Consultative Committee to develop a process for developing an integrated response to individual and systemic issues affecting the local Aboriginal community and their families	Year 1	Develop a plan to overcome the siloed approach often experienced by Aboriginal community members <ul style="list-style-type: none"> • System developed which will • Determine priority of issue • Define the pathways for addressing the issue • Identify key stakeholders • Identify providers and personnel relevant to the resolution of the issue • Establish a working group if necessary <p>The plan is supported and endorsed across the local Aboriginal community</p>
	Information Coordination Community Building Collaborator	Facilitate or support the Aboriginal Consultative Committee in establishing periodic /one off working groups which include relevant stakeholders, to address particular issues.	Year 2 to 10	Working groups established from time to time to deal with issues.
	Information Coordination Advocacy Community Building Collaborator Service Provider	The working groups will provide the advocacy and expert advice necessary to develop integrated and holistic responses to complex issues facing the local Aboriginal community	Year 2 to 10	Overcome barriers to communication and joint actions Demonstrate better outcome for the Aboriginal Community. Maintain the confidence and support of the local Aboriginal community
	Community Building Collaborator	Maintain the Aboriginal Consultative group as an active participant in addressing the issues relating to the Aboriginal Community.	Years 1-10	Issues relating to the Aboriginal Community are brought to the Aboriginal Consultative Committee for discussion, development of a working group, and/or resolution.

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
	Information Coordination Advocacy Community Building Collaborator -OR -Service Provider	Lead new program initiatives, including the development of partnerships or consortia to manage these initiatives.	Year 2 to 10 and Opportunistic	Apply for funding Establish programs

Table 9 - Support the Development of More Holistic, Coordinated Approach when Responding to the needs of the Local Aboriginal Community

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Improve coordination of and access to children, youth and family services	Information Coordination Community Building Collaborator Service Provider	Support and participate in network meetings of service providers	Year 1 to 10	Maintain a service provider network over the course of this plan Network members through an annual survey will identify that networking, as a result of this meeting improved service coordination Membership will be maintained by all community service providers based in Glen Innes Severn Council
	Information Coordination Community Building Service Provider	Through the network meetings identify gaps in services and the adequacy of current service levels	Year 1 to 10	Record evidence of gaps and service level shortfalls
	Information Coordination Community Building Service Provider	Advocate for, identify opportunities for, apply for, new or increased service levels	Year 1 to 10	Achieve new or increase service levels
	Coordination Community Building Collaborator Service Provider	Develop a coordinated approach to improving information and distributing the information that links in with other information services	Year 1 to 10	Evidence from Service organisations that they understand what other services are available, who to contact, when contact can be made, service objectives/target groups, physical and electronic address and fees Evidence from Service Users that they understand what services are available, who to contact, when contact can be made, service objectives/target groups, physical and electronic address and fees Increased use of service by target groups Information regarding services is part of a community wide information strategy

Table 10 - Improve Coordination and Access to Children, Youth and Family Services

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Reduce risk factors impacting on young people	Information Coordination Advocacy Community Building Collaborator Service Provider		Year 1 to 10	Development of strategies for addressing of identified risk factors. Applications for funding to address particular risk factors. Reported minimization of identified risk factors and/or success of campaigns
	Information Coordination Advocacy Community Building Collaborator Service Provider	Through the Youth Council, Aboriginal Consultative Committee, and the Community Safety and Access Committee, address such risk factors as identified for example: <ul style="list-style-type: none"> • Teenage Pregnancy • Sexually Transmitted Diseases • Mental Health issues • Binge Drinking 	Year 1 to 10	
	Advocate	Advocate for police coverage 24 hours per day	Year 1	24/7 police coverage in Glen Innes

Table 11 - Reduce Risk Factors Impacting on Young People

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Foster increased youth leadership and improved wellbeing for young people	Information Coordination Advocacy Community Building Collaborator Service Provider	Subject to consultation with young people, enhance the Youth Council And broaden the base of membership to include: <ul style="list-style-type: none"> • youth club leaders • sporting club representatives • service club representatives • Council Youth Worker • Members of the youth community • Police representative • a representative of Glen Innes High School, relevant service providers Representatives from the Glen Innes High School Youth Council • a representative of the local Aboriginal Community 	Year 1 to 2 and ongoing to year 10	<p>Increase the impact of the Youth Council</p> <p>Consultation held with Young people and relevant stakeholders about the structure and objectives of the Youth Council</p> <p>Referenced to these reviews, maintain or change the role and membership base of the Youth Council which may include constitutional changes</p> <p>Maintain in the Youth Council as a committed and enthusiastic broad based group of people who are engaged with youth</p> <p>Maintain the Youth Council over the period of this plan</p>

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
	Information Coordination Advocacy Community Building Collaborator Service Provider	The Youth Council would: <ul style="list-style-type: none"> • provide insight and remain current regarding local youth issues • coordinate available resources (formal and informal) to address systemic and individual issues • advocate for additional resources/services • support increased access to activities and services targeted to young people, including the provision of information 	Year 1 to 10	Meet quarterly Increase youth services and resources available for young people Increase access to existing infrastructure in Glen Innes Severn Council for young people (including halls, town hall, parks and gardens, recreational facilities) Organisations providing services to young people will have accessible up to date and useable information regarding resources/programs for young people - location, contact, fees, target group, meeting times Young people in Glen Innes Severn Council will use the information to increase their participation in youth activities
	Information Coordination Advocacy Community Building Collaborator Service Provider	Coordinate an annual event for young people in Glen Innes Severn Council, e.g. during Youth Week.	Year 3 to 10	Increases Glen Innes Severn Council's young people's sense of community pride, respect and inclusion Through an annual survey of young people measure the impact and enjoyment Youth Week activities supported by local organizations and a range of events celebrate youth.
	Community Building Service Provider			Referenced to these reviews, maintain or change the role and membership base of the Youth Council which may include constitutional changes

Table 11 - Foster Increased Youth Leadership & Wellbeing for Young People

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Improve wellbeing for young children and children of school age	Information Community Building Service Provider	Continue to develop programs operated by Gum Tree Glen	Years 1 to 10	Programs operate at full capacity Programs attract continued/increased funding Programs operate within budgets
	Information Service Provider	Review the OOSHC programs to: identify community attitudes, issues or concerns regarding the program, the operating times, the fees and the facilities identify the potential users (size of market) examine and then detail any operational issues and improve the OOSHC programs	Year 1 to 2	Consultations with the community to identify issues as outlined Consolidate research into market size for future use The OOSH operates at full capacity; attracts continued/increased funding; operates within budgets and delivers a quality service
	Information Advocacy Service Provider	Continue to develop programs that are focused on Aboriginal mothers and their children within Glen Innes Severn Council and Sub - Regionally. Specific actions will include: <ul style="list-style-type: none"> continued support and development of the Early Intervention Program continued expansion of Glen Innes Severn Council's Aboriginal workforce to support ongoing development of funded programs development of new programs that increase children's health and participation in pre-school in collaboration with Health and pre-schools providing information and 	Year 1 to 10 Ongoing Aligned with increased new funding opportunities Year 1 to 10 and/or opportunistic Year 1 to 10	Programs operate at full capacity Programs attract continued/increased funding Programs operate within budgets Increased pre-school attendance to at least match the national average for the rest of the Australian community Programs meet the needs and expectations of Aboriginal mothers as measured by participation and annual surveys Increase the number of locations where the Early Intervention Programs operate in line with need and funding

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
		assistance to access crisis supports, activities that reduce social isolation and opportunities to re-enter school or engage in further education or enter into employment <ul style="list-style-type: none"> continue to provide transport to support access to these initiatives 	Year 1 to 10	Increase the number of Aboriginal staff members as programs are expanded Mothers are aware of and access other services and supports Increased participation of Aboriginal mothers in education and employment Transport is well patronized by the target group

Table 12 - Improve Wellbeing for Young Children & Children of School Age

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Improve transport options - type, accessibility/reliability, cost, flexibility	Information Coordination Advocacy Community Building Service Provider	Reinvigorate the Community Transport Forum to assess opportunities for improvements to Glen Innes' transport systems/options such as a wheelchair accessible vehicle for use for students and other people within the community	Year 1 to 10	<p>Wheelchair accessible vehicle operating within Glen Innes Severn Council</p> <p>Transport Forum meets at least twice per year throughout the life of this plan</p> <p>The membership of the transport forum is made up of all of the transport operators (including Health)</p> <p>Best use is made of all of the community and transport operators buses/vehicles to support a wide range of community needs</p>
	Coordination Advocacy Community Building	Through the Community Transport Forum advocate for improvements to HACC and Health Transport. This is of particular importance due to the ageing population becoming more reliant on HACC and Health Transport and requiring increasing frequency of use	Year 1 to 10	Persons requiring access to health services and medical appointments have flexible and responsive services
	Information Coordination Advocacy Community Building	Work with The Department of Transport Regional Transport Coordinator to activate within Glen Innes Severn Council the program that the Department of Transport has developed to support Aboriginal people to obtain licenses (this results in greater participation in employment, improvements in literacy and social inclusion)	Year 2 to 10	Increased numbers of Aboriginal people obtaining licenses
	Information Service Provider	Continue to supplement transport needs to ensure council operated programs and other initiatives remain viable	Year 1 to 10	Provide effective and accessible transport to support vital community activities

Table 13 - Improve Transport Options

10 Year Strategic Plan Community Services (2008-2018)				
Action Plan				
Objectives	Council's Role	Action	Timeframe	KPI
Support increased social and affordable housing within Glen Innes	Information Coordination Advocacy Community Building Collaborator	Liaise with Department of Housing and Community Housing projects such as Homes North to maintain knowledge of need within the Glen Innes Severn area. Provide updates on housing needs to planning and development sections of Council		Representation on community housing projects such as Homes North. Reports provided to planning and development sections.
	Information Coordination Community Building	Support initiatives that ensure that the local Aboriginal community has access to stable and affordable housing	Opportunistic or Year 3 onwards	Glen Innes Severn Council area will have secure and affordable housing for Aboriginal families/individuals

Table 14 - Support Increased Social & Affordable Housing within Glen Innes