

Melton City Council
Community Services Attraction

IDENTIFY
SERVICES

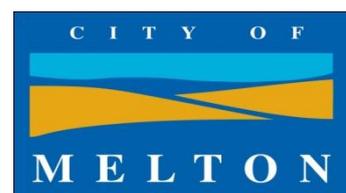
ENGAGE
SERVICES

EXPLORE
LOCAL
CONTEXT

CAPACITY
AND
ATTRACTION

City of Melton Community Services

Capacity & Attraction Framework 2015



FORWARD

The City of Melton Community Services Capacity and Attraction Framework intends to establish the foundations for shared agreement and collective action, while supporting individual community service organisations to grow both individually and collaboratively. It is hoped that this Framework will provide a solid foundation for activities associated with Community Services planning for those services currently operating within the City of Melton and those intending to service communities within the City of Melton.

Read in conjunction with the *Background Report* and the earlier *Forum Activity Report* and related engagement materials, the Plans and Strategies as indicated in the Forum Activity Report are intended to support the implementation of this Framework.

This Framework is anticipated to be of value to all tiers of government and community service sector leaders and decision makers.

ENQUIRIES

Michelle Rowe
Social Planning Officer
Social Planning and Wellbeing
Melton City Council
P: 07 9747 7200

A: PO Box 21, Melton VIC 3337

W: www.melton.vic.gov.au

Date: May 2015

Document Name: Melton Community Services Capacity Framework

Version: Final Draft

TABLE OF CONTENTS

Enquiries	i
Forward	i
Community Services	2
Capacity and Attraction Framework.....	2
Introduction	2
Roles and Responsibilities.....	4
Council's Role	4
Decision Makers Role.....	4
Community Service Sector Role.....	4
Development, Implementation and Monitoring	4
Monitoring and Evaluation	5
Scope	2
The Framework.....	4
The Six Target Areas	7
Acknowledgements	14
Reference List.....	15

Community Services Capacity and Attraction Framework

Introduction

As a key commitment of the Council Plan 2013-2017, this Framework was developed by Council in consultation with the community services sector. Likewise, its implementation and monitoring will be shared.

The purpose of this Framework is to ensure that the City's current and future residents have access to the wide and interrelated range of community services needed to maximise their health, safety and wellbeing, both now and into the future.

The Framework expresses the aspirations of the community service sector. It recognises the community services already operating in the municipality and identifies opportunities to continue to their support and growth. Likewise it recognises the population growth and changing needs of the community and therefore the need to attract additional community services into the future.

Further, to successfully achieve the vision of the Framework, it aims to support decision makers to explore timely opportunities for development and coordinated action – seeking to add value by making it easy to determine what to focus on, when to act and what to collaborate on.

SCOPE

According to the Productivity Commission Report on Government Services, community services aim to:

- Support families to fulfil their caring roles
- Provide care when families are unable to
- Provide interventions when a person's needs are not able to be met within the community without special intervention.¹

Within this care context, community services provide support to sustain and nurture the functioning of individuals, families and groups, to maximise their potential and to enhance community well being.² Although community services generally target individuals, they can be delivered at an institutional level. Services are typically provided



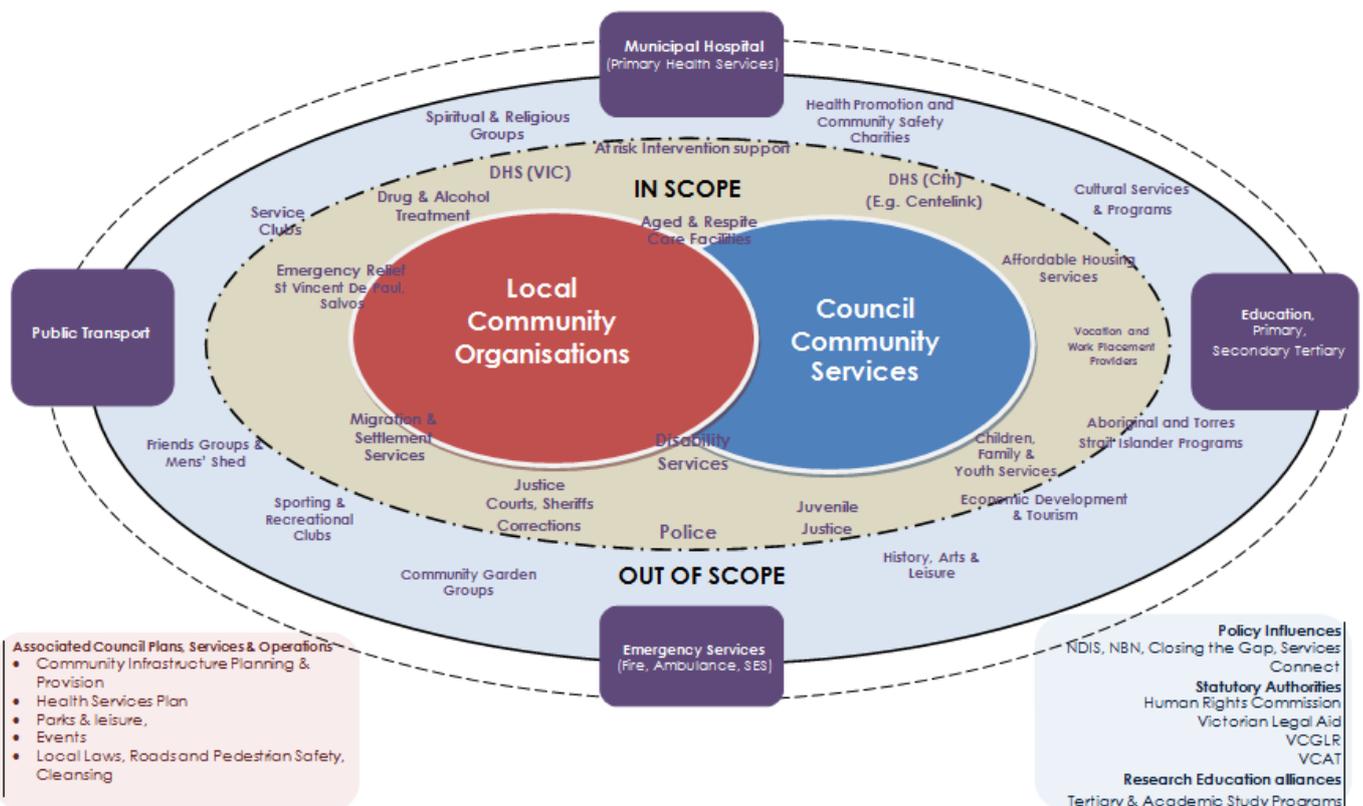
¹ Productivity Commission, Steering Committee for the Review of Government Service Provision, Report on Government Services 2014, Volume 2: Health; Community services; Housing and homelessness, <http://www.pc.gov.au/research/recurring/report-on-government-services/2014/community-services/download-the-volume/rogs-2014-volumef-community-services.pdf>

² Australian Council of Social Service 2009, Australian Community Sector Survey Report 2009, Strawberry Hills. 2011

by government and the not-for-profit sector, but the for-profit sector also has an important role (for example, as owners of aged care facilities and educational and vocational skills training providers). Community services also contribute to the development of community infrastructure to service needs including mental health, housing, education and employment services etc.

The sheer breadth of services comprising the community service sector, necessitates a coordinated and targeted approach to developing the core foundations for this Framework. At this stage, core services (within the central scope) have been defined as those community services which are delivered by the Council, funded by State or Commonwealth Government, required by Statute or that provide targeted intervention services or associated at risk or complex case management solutions. Primary community health, certain vocational training and intervention services are included within the Core Service Scope as shown in Diagram 1. Those community service functions within core and emboldened dotted line are considered to form the core focus of this inaugural Framework.

Diagram 1. Community Services in Scope



Legend

- IN SCOPE - Community Services **involved** in Framework Implementation now
- OUT OF SCOPE -Community Services that may become **involved in the future**

Roles and Responsibilities

Council's Role

This Framework was developed by Council's Community Planning Department, in consultation with Community service professionals, Council Officers and State and Australian Government department representatives. Council will continue to support the implementation of the Framework and advocate for the outcomes and targets it identifies. Linked to Melton City Councils' Advocacy and Grant Seeking Frameworks and other Planning and Investment Attraction Programs, through Council Business Planning Systems, Council Officers will be encouraged to partner in projects which have been collaboratively prioritised within this Framework.

Decision Makers Role

The Framework aims to establish one shared system for focussed attention to ensure community service capacity can match predicted and realised population growth and make it easy for community services leaders and decision makers to make the right decisions, at the right time, to achieve mutual business and community benefit.

Community Service Sector Role

The community services professionals involved have demonstrated significant enthusiasm for partnering on projects and working collaboratively to achieve the systems improvements they identified. This Framework relies on the involvement, buy-in and commitment of community services for success and progress to be achieved.

DEVELOPMENT, IMPLEMENTATION AND MONITORING

The Framework was developed via an engagement program consisting of a community services sector forum, and two surveys. The Framework's six target areas are reflective of the challenges, needs and opportunities associated with Council's vision and those aspirations prioritised by the community services professionals involved.

This Framework is about building Sector capacity and attracting new community services to the City of Melton. It recognises that as with all forms of business, the community service sector is about efficiency, prosperity and growth. The purpose of this Framework is to recognise how best to support the growth of the sector and provide accessible entry points for decision makers to maximise opportunities for collaboration, resulting in meaningful outcomes for the organisation and ultimately the community.

It is intended to act as the preferred reference point for coordinating local Community Service Sector capacity building activities, partnerships and collaborations. Accordingly, it is anticipated that the relevance and application of this Framework, will increase commensurate with its level of application, adaptation, review and evolution.

Far from being a Council owned and auspiced framework for action, the responsibility for the success, or otherwise, of this Framework rests squarely across the four pillars of its foundations:

- Community Services, leaders, agencies and groups;
- The three levels of government;
- Local community, customers and clients; and
- Business and the for-profit industry sector.

Monitoring and Evaluation

An iterative process of evaluation in the style of 'appreciative enquiry' will provide this Framework with an opportunity for rolling review, assessment and evaluation.

It is anticipated that the evolution, growth, overlap and increasing interdependencies of the six target areas outlined in the Framework, will be measured with the aid of case studies, shared open learning and individual project review and reflection with the aid of the Outcome Star model of evaluation.

It is also anticipated that the evaluation of the Framework will be accommodated within the project design associated with each action nominated under each of the six target areas. The penetration of the Framework may also be a consideration within the evaluation of planning documents which are identified as being of direct relevance in the future.

THE FRAMEWORK

Viewed in its entirety, the Framework identifies a clear intention to work on the 'business-as-usual here and now' and support services to take immediate action to further enhance their capacity, and to enable decision makers to commit to working together, to attract and grow the community services sector. These two related strategic approaches have been termed the Attraction and Capacity spheres. These are explained in the depiction of the Framework here in figure one.

Coordinated within two development spheres, the first of which is 'Capacity'—which recognises that supporting community service agencies already working within the City of Melton to build and grow their own business is the essential starting point for maximising community wellbeing. The second development sphere is 'Attraction', which focuses on longer term strategic planning, investment attraction, joint ventures, collaborations and partnerships.

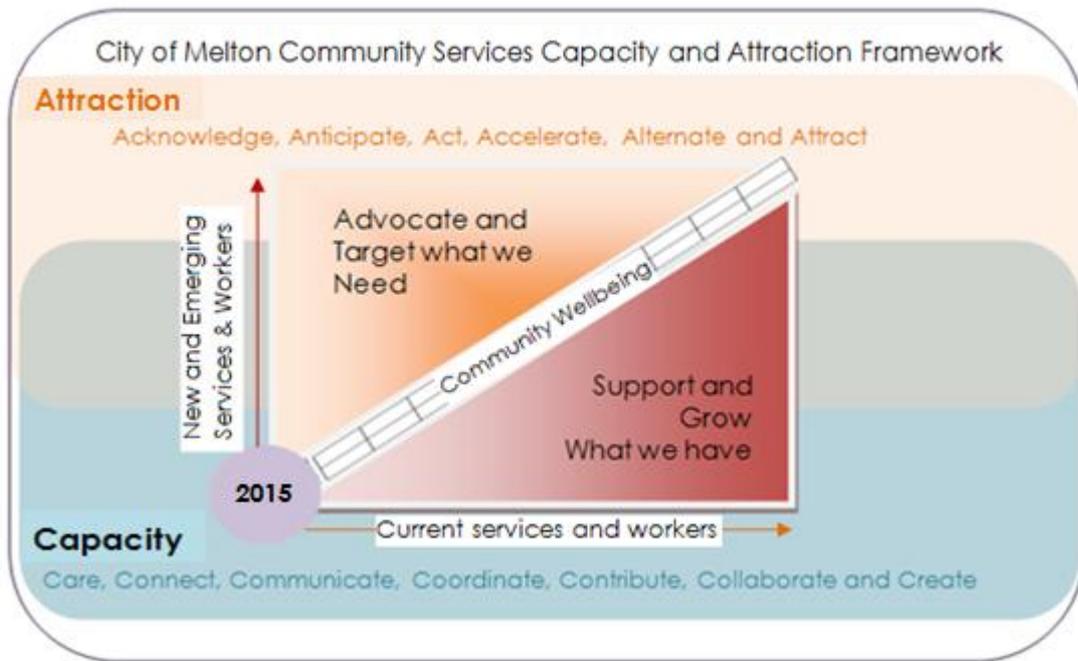


Figure One: City of Melton Community Services Capacity and Attraction Framework

The Capacity Sphere—Current services and workers collaborating to support and grow the existing service system (related Capacity principles appear along axis Y).

Attraction Sphere—Advice provided by community service professionals confirmed that tensions of a market led economy are not isolated to the for-profit sector and that such tension was also very real within the community services and not-for-profit sector. As the community sector is heavily reliant on funding and grant seeking activities, it operates within a context of strong competition, where rigid reporting, risk management and triple bottom lines are also very real. As a sector also set to experience rapid growth, attracting investment in the health and community services area is a key focus for economic development and investment attraction for the City of Melton.

This Framework recognises that working effectively independently and collectively is what is required to most profoundly strengthen and grow the local Community Services Sector. Accordingly, it was recognised that achieving progress along both dimensions of 'Attraction' and 'Capability', will require different, yet related attention and associated action. Both these spheres are represented in the proposed 'six target areas for action'.

THE SIX TARGET AREAS

Based on the findings from the engagement program, the top six focus priorities identified by participants were:

One—Capacitate, Decision Make & Collaborate

Two—Digital Connectivity

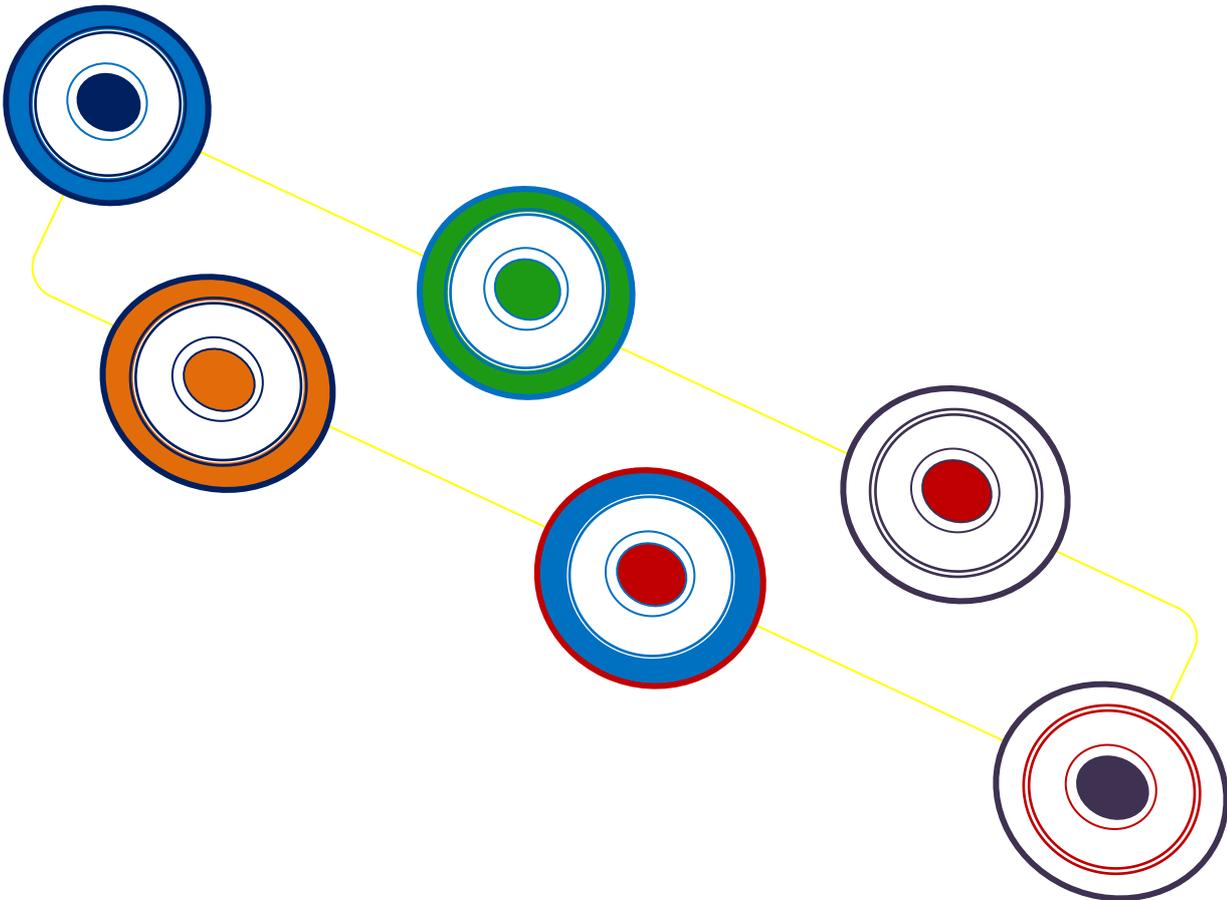
Three—Physical Resource and Information Hub

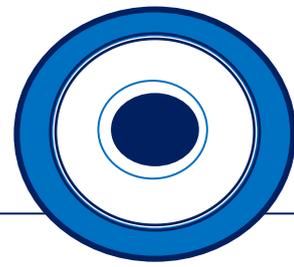
Four—Community Engagement

Five—Affordable, Accessible Flexible Facilities

Six—Conduct Research Locally

Proposed project opportunities and potential roles identified by community services workers, have been included in the following Target Area Matrices.





The Six Target Areas

Target One—Capacitate, Decision Make & Collaborate

Workers Identified

'Share Forum information and Contacts, workforce planning, capacity building and systems improvements and efficiencies, Establish a Future Directions Committee, standardised volunteering and networking platforms, Sponsor Continuous Improvement and Best Practice'.

Proposed Opportunities		
Opportunity	Sphere	Potential Role
1.1 Compile and disseminate data and information to support collaborative decision making, continuous improvement and best practice.	Capacity & Attraction	Council and Community Services Collaboration
1.2 Explore ways to build upon current partnerships and support opportunities to commence pilot projects	Capacity & Attraction	Community Services Lead
1.3 Investigate existing strategic mechanisms and/or explore new mechanisms (which might set direction, encourage, identify and champion industry best practice and recognise local achievements	Capacity & Attraction	Council and Community Service and Government Partner lead
1.4 Encourage opportunities for professional development to be shared across the sector	Capacity & Attraction	Community Services lead with support from all levels of Government
1.5 Collaborate on a sector wide Volunteer Management and Coordination Program (e.g. Potentially linked to information access, Vocational Training and Education and Job Skills Networks)	Capacity & Attraction	Community Services lead with support from all levels of Government and Volunteer West
1.6 Advocate for high quality training, development and tertiary qualifications to be available within the City of Melton	Capacity & Attraction	Council and Community Services lead

Target Two—Digital Media Portal (Including Service Directories and Databases)

Workers Identified

'Improve access to Information for clients and services. Map services and needs. Create on-line portal, electronic/digital information and communication resource hub including social media and marketing capacity'.

Proposed Project Opportunities

Opportunity	Sphere	Potential Role
2.1 Explore potential to establish a digital and technology working group to support the development and pilot of suitable web portal platform and related project scope	Capacity	Council lead with support from Community Services
2.2 Explore related projects ideas for virtual hub, e-newsletters, and source appropriate platforms to deliver project aims	Capacity	Community Services via nominated representative to lead and explore a platform and develop project brief
2.3 Explore digital portal and network sustainability options, including financial outlays for development, upgrades and hosting, address data currency and operational ability and consider linkages to volunteer and mentoring coordination opportunities	Capacity & Attraction	Community Services via nominated representative to lead and explore a platform and develop project brief
2.4 Consider an implementation strategy which considers legislative and policy requirements including information privacy, risk management and future proofed technologies	Capacity & Attraction	Community Services via nominated representative to lead and explore a platform and develop project brief

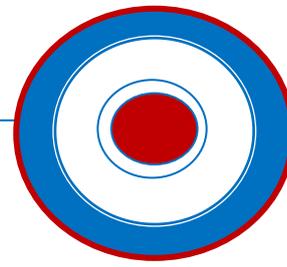
3 Target Three—Physical Resource and Information Hub

Workers Identified

'Consider various ways to deliver a place-based information hub to connect community with services information'.

Proposed Project Opportunities

Opportunity	Sphere	Potential Role
3.1 Explore opportunities to meet with community and other services outside traditional meeting and networking spaces (e.g. community barbeques and events, pop- up-shop-fronts and community led local events)	Capacity	Community Services and groups are encouraged to partner and lead community based engagement activities and deliver pilot programs
3.2 Support the Melton South Integrated Service Hub Working group	Capacity	Council will continue to support the linking Melton South Initiative
3.3 Support connection between existing Volunteer Information Service providers and Networking and Digital Technology Target Areas 1 and 2	Capacity & Attraction	Council in partnership with Community Services will continue to explore potential technologies and appropriate platforms in line with Targets 1 and 2 commitments



Target Four—Community Engagement

Workers Identified

'Create opportunities to draw from community experiences to enhance connection and build local relationships outside the existing service relationship'.

Proposed Project Opportunities

Opportunity	Sphere	Potential Role
4.1 Create opportunities to connect with community, to introduce services, explore local need, identify local challenges or concerns and/or establish more formal engagement pathways	Capacity	Council will explore ways to support events and activities associated with services engagement with local communities
4.2 Support innovative opportunities to engage and link to existing engagement processes, such as pop-up-shop fronts, meet and greets, community events and Engagement Expo's	Capacity & Attraction	Community Services partnership lead with support of Council's Community Planning Department
4.3 Support whole of community sector involvement in events and programs aimed at improving community health and wellbeing (e.g. – CALD and Multicultural Connection project)	Capacity & Attraction	Community Services partnership lead with support of Council's Community Planning Department
4.4 Encourage the adoption of mechanisms to capture less formal/anecdotal client and participant experience and feedback	Capacity & Attraction	Community Services partnership lead with support of Council's Community Planning Department

5

Target Five—Affordable, Accessible Flexible Facilities



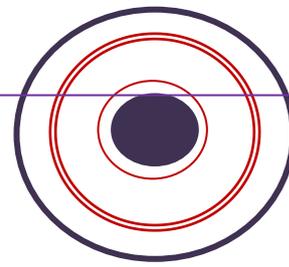
Workers Identified

'Advocate for provision of facilities and accommodation which is accessible and appropriate to meet the needs of workers, clients and families both now and into the future'.

Proposed Project Opportunities		
Opportunity	Sphere	Potential Role
5.1 Map Council facilities available to be utilised in association with community service activities	Capacity	Council will maintain its GIS facilities mapping System, and consider requests for access to information & inclusion of the wider service facilities network
5.2 Assess utilisation rates of existing facilities	Capacity	Council will assess council owned facilities and support community level owned facilities in the assessment of their own facilities
5.3 Assess level of facility and accommodation need in consultation with community services and assess meeting spaces to ensure they meet service and client needs	Capacity & Attraction	Council and community Services to explore facility and accommodation needs, to scope flexible accommodation solutions
5.4 Encourage individual services to conduct space, accommodation and facility requirement assessments	Capacity & Attraction	Community Services supported to lead their own space and accommodation reviews
5.5 Encourage co-location opportunities, and new partnership and accommodation arrangements	Capacity & Attraction	Community Services to lead in partnership with all levels of government and Melton City's Venture Melton and Investment Attraction Program
5.6 Attract the investment and establishment of NGO's capable of employing large numbers of staff	Capacity & Attraction	Community Services to lead in partnership with all levels of government and Venture and Investment Attraction Program



Target Six—Conduct Research Locally



Workers Identified

'Support local and relevant research to map, explore and gain grass roots insight in to local trends and influences, Sponsor Continuous Improvement and Best Practice'.

Proposed Project Opportunities

Opportunity	Sphere	Potential Role
6.1 Explore opportunities to partner with education providers in delivery of local research projects	Capacity & Attraction	Council will seek to partner with the Higher Education Sector to foster greater research attention of the needs and opportunities for the City of Melton Community and Community Service Sector
6.2 Explore identified infrastructure concerns including transport, employment, education, multicultural settlement and young family challenges. Utilise local and statistically relevant research to advocate for targeted local outcomes	Capacity & Attraction	Community Services in partnership with Council to develop a locally relevant research base to underpin a local advocacy platform
6.3 Seek to identify service availability and associated barriers and opportunities to identify best practice and continually improve local practice and client experience	Capacity & Attraction	Community services in partnership with all levels of government to identify opportunities for client service centred experience systems improvements
6.4 Support local innovation and diversity through research studies and pilot projects	Capacity & Attraction	Community services in partnership with all levels of government to target locally identified pilot projects

ACKNOWLEDGEMENTS

This City of Melton Community Services Capacity and Attraction Framework was developed with thanks to the considerable contribution and commitment provided by professionals from the community services sector, Council staff and State and Australian Government agencies. The engagement program which was led by Melton City Council, invited the involvement of local services from the outset, to ensure meaningful and relevant direction and action.

Thank you to all that took the time to complete the online worker survey, the organisational census and participate in the forum. It is hoped that you are able to see how your involvement and contribution has been incorporated within this Framework and we look forward to continuing to work with you as we realise the aspirations and deliver the aims of this Framework together.

Additional thanks goes to project partners who have provided invaluable input to date and to those whom have committed involvement to delivering the vision of this Framework.

Reference List

Melton City Council Documents

Melton City Council, Council Plan 2013-2017
Municipal Public Health and Wellbeing Plan 2013-2017
Municipal Early Years Plan (MEYP) 2014-2017
Melton Youth Strategy 2014-2017
Disability Action Plan 2013-2017
Preventing Violence Against Women and their Children Strategy and Action Plan 2013-2016
Venture Melton Business Prospectus (undated)
Melton Economic Development and Tourism Plan 2014-2030
AEC Report – Melton Industry and Supply Chain and Skills Gap Assessment, Final Report, October 2014.
Melton City Council Digital Census (Sept 2014)

External Sources

AIHW (Australian Institute of Health and Welfare) 2003 (and previous issues), National Classifications of Community Services, Version 2.0, Cat. no. HWI 40, Canberra; Cited in Productivity Commission Above N2. (F.2).

Australian Bureau of Statistics (ABS), 2010a, Community Services Australia, 2008-09, Cat. no. 8696.0, Canberra.

Australian Council of Social Service 2009 (ACoSS), Australian Community Sector Survey Report 2009, Strawberry Hills. 2011 cited in Productivity Commission

State Government Victoria, Victorian Environments for Health, for Health Promoting Health and Wellbeing through Built, Social, Economic and Natural Environments, Municipal Public Health Planning Framework,
<http://www.healthyplaces.org.au/userfiles/file/Environments%20for%20Health%20Victoria.pdf>

(accessed on 28 January 2015)

Community Chest Care Ripple Video

<https://www.youtube.com/watch?v=s6v8OPX4p1A&feature=youtu.be>

Community and Regional Capacity Institute (Tennessee, USA) <http://www.resilientus.org/about-us/what-is-community-capacity/> (accessed on 20th January 2015).

Essential Economics, One Melbourne or two? Implications of population growth for infrastructure and services in interface areas (Feb 2013): <http://apo.org.au/research/one-melbourne-or-two-implications-population-growth-infrastructure-and-services-interface>

Parliament of Victoria, Outer Suburban/Interface Services and Development Committee, Inquiry Into Liveability Options In outer Suburban Melbourne.
http://www.parliament.vic.gov.au/images/stories/committees/osisdv/Liveability_Options/OSISDC_Liveability_final.pdf

Productivity Commission, Steering Committee for the Review of Government Service Provision, Report on Government Services 2012, Volume 2: Health; Community services; Housing and homelessness, http://www.pc.gov.au/data/assets/pdf_file/0005/114962/46-government-services-2012-partf.pdf

World Health Organisation, Social Determinants of Health,
http://www.who.int/social_determinants/en/