Moreton Bay Regional Council

COMMUNITY SERVICES SECTOR REVIEW

Needs and Opportunities Report for Consultation
Acknowledgements

This Needs & Opportunities Report contains the findings from the Engagement Stage of the Community Services Sector Review being led by Moreton Bay Regional Council. This Engagement Stage is the second in a long line which will see the Community Services Sector in the Moreton Bay region become further connected, supported and engaged.

The Project Reference Group, which has consisted of representatives from Moreton Bay Regional Council, Regional Development Australia Moreton Bay, Engagement Plus, Department of Communities Queensland Health and community services, would like to thank the Community Services Sector of Moreton Bay, not only for their hard work and dedication in addressing the needs of Moreton Bay’s community but for their participation in this project. Whether that was through completing an online survey, participating in an interagency mini workshop, attending the forum in July, completing an organisation census, giving time to participate in an interview or focus group or just reading the project newsletter updates, the Project Reference group remains thankful. The information we have received, which is presented in this report, has been invaluable and will have benefits for the community, the sector and government.

Throughout the course of this component of the project we have attempted to identify all of the community services and programs in the region and engage with as many organisations regarding the needs and opportunities of the community and the sector. While we have tried our best, we are aware that we did not have the opportunity to engage everyone so if we missed you or your organisation, our most sincere apologies and please help us to identify any gaps by completing the feedback form with this document.

Additional thanks goes to our partners who have provided invaluable input and assistance throughout the course of this project.
EXECUTIVE SUMMARY

This report presents the collated needs and opportunities identified by the community services sector in the Moreton Bay region. Between June and September 2011, over 100 community service organisations were engaged through a variety of engagement activities to give their input on the needs, issues and opportunities for the community of the Moreton Bay region as well as the community services sector in the region.

This engagement period is the second stage in the Community Services Sector Review Project, which is being led by Moreton Bay Regional Council in partnership with the Regional Development Australia Moreton Bay, the Department of Communities and Queensland Health. Regional Development Australia Moreton Bay was also a financial contributor to the sector engagement stage of the project.

The objectives of this engagement period have been to:

• Identify and map community services and programs in and servicing the region
• Engage with the sector through diverse methods to gain meaningful information and data
• Identify key needs, issues and trends affecting the sector and the community
• Identify opportunities for support and partnership to respond to these needs, issues and trends
• Explain the state of the sector in the region, with reference to gaps, overlaps, tensions and synergies

To achieve these objectives, the methodology undertaken has included the following phases and activities:

Phase 1: Community Service Identification – Identification of data sources and population of database
Phase 2: Sector Engagement – Website and Project Updates, Interagency Network Mini Workshops, Community Organisation Census, Open Forum, Focused Interviews and Focus Groups
Phase 3: Needs and Opportunities Report – Collation and analysis of engagement activity findings, Identification of Needs and Opportunities

Section 2 focuses on the learnings from Stage 1 – Community Service Identification with discussion of: needs and opportunities related to the identification of programs and services, considerations for service mapping and initial identification of gaps and overlaps.

In the report, the identified issues and opportunities have been sorted into those affecting and available to the community (Section 3) and those affecting and available to the sector (Section 4).

The needs and issues that relate to the community which are presented in Section 4 have been grouped into:

• Ageing & Disability
• Community Connectedness
• Client Experience
• Cultural Diversity
• Employment & Education
• Families & Children
• Health
• Housing, Homelessness & Crisis Care
• Young People

The needs and issues that relate to the community service sector in Section 4 have been grouped into:

• Advocacy, Image & Promotion
Opportunities that respond to these needs and issues are complimentary with a number of overlaps and synergies. Most relate to improving access, building capacity and collaboration with a focus on social inclusion. In sum these are:

- Providing information, resources and coordination
- Developing collaborative responses to needs as identified in this report and through further engagement
- Building organisational capacity
- Building social capital
- Developing organisational sustainability through additional funding streams such as social enterprises
- Place based approaches to planning
- Advocating for the needs of the community service sector and the community
- Promoting and celebrating best practice

In addition to these activities, a Functions Framework has been developed (Appendix 1) which identifies the stakeholders and the strategic or operational level of the needs, opportunities and tools and their intersections. This framework was developed in order to enhance understanding of the complexity of issues experienced by the community, the sector, government partners and other stakeholders.

A Feedback Form also accompanies this report, which can be completed by community service employees and volunteers in response to the content of this document. The Feedback Form aims to ensure this report has appropriately captured the opportunities in the community and sector and seeks to understand the priorities of community organisations in relation to the opportunities identified.

Throughout the document “Think Out Loud” boxes invite the reader to consider whether or not all of the opportunities — in addressing the needs — have been identified.
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ACRONYMS

CACPs – Community Aged Care Packages
DEEDi – Department of Employment, Economic Development and Innovation (Qld)
DEEWR – Department of Education, Employment and Workplace Relations (Aus)
DETA – Department of Education and Training (Qld)
DOC – Department of Communities (Qld)
DOHA – Department of Health and Ageing (Aus)
EQ – Education Queensland
FaHCSIA – Department of Families, Housing, Community Service and Indigenous Affairs (Aus)
HACC – Home and Community Care
MBRC – Moreton Bay Regional Council
QH – Queensland Health
1. INTRODUCTION

This Needs & Opportunities Report has been prepared for Moreton Bay Regional Council by Engagement Plus to report on the engagement stage of the Community Services Sector Review. The engagement stage is the second stage in what will be a long term analysis of the community services sector in the Moreton Bay Regional Council area. The review is being led by Moreton Bay Regional Council in partnership with Regional Development Australia Moreton Bay, the Department of Communities, Queensland Health and the community services sector. In accordance with the long term vision of the project, it is expected that the needs and opportunities identified throughout this report will require further exploration and analysis in consultation with the community services sector. The appropriate implementation strategies and methodologies for priority areas will be identified in consultation with the sector, with consideration to the Frameworks for Understanding tools.

1.1 PURPOSE OF THIS REPORT

The purpose of this document is to present the identified needs, issues and opportunities for the community and community services sector in the Moreton Bay region collected during the engagement stage from June to September 2011. The report includes opportunities for further feedback to ensure all needs and opportunities have been identified before the review project moves to the next stage.

1.2 AIM & OBJECTIVES OF THE REVIEW

Moreton Bay Regional Council recognises the important role a strong community services sector plays in ensuring the health and wellbeing of the whole Moreton Bay community now and into the future.

In assisting the continuing development of a strong community services sector, the Community Services Sector Review project aims to provide Council, other levels of government and the community sector with strategic direction in the provision of community services and appropriate community service support in the region. The Community Services Sector Review project is a long-term vision that Council continues to progress in partnership with the community sector, Regional Development Australia Moreton Bay, the Queensland Department of Health and the Queensland Department of Communities.

The purpose of this partnership in relation to the project is advisory, where partners provide information and input on processes and findings.

In June 2011, Council commissioned Engagement Plus to undertake this engagement stage of the Community Services Sector Review resulting in this Needs and Opportunities Report. The objectives of the review are to:

- Identify and map community services and programs in and servicing the region
- Engage with the sector through diverse methods to gain meaningful information and data
- Identify key needs, issues and trends

Figure 1: Open Forum 13 July 2011
affecting the sector and the community
• Identify opportunities for support and partnership to respond to these needs, issues and trends
• Explain the state of the sector in the region, with reference to gaps, overlaps, tensions and synergies

Through these key objectives, the review also has the opportunity to:
• Provide useful information on services and their coverage to the sector and the wider community
• Serve as an advocacy tool for government and the sector in enhancing service delivery
• Provide an opportunity for government and the community sector to identify and/or support current collaborations and initiatives
• Provide Council with information that can help guide its strategic direction in relation to the community services sector

1.3 PROJECT MANAGEMENT & REFERENCE GROUP

In initiating this project, Moreton Bay Regional Council was keen to ensure a shared community vision and the sustainability and success of the project. The establishment of the Project Reference group will assist in achieving this support and in meeting the envisaged long term outcomes associated with the project. The reference group comprises representatives from Council’s Community Development Unit, and representative staff members from Moreton Bay Regional Development Australia, the Department of Communities, Queensland Health and the community services sector.

During the course of the project, the reference group have met with the consultant team at regular intervals to discuss operational and strategic issues as well as findings from the engagement activities. It is envisioned that the reference group will continue to meet with revised governance objectives in the next action planning stage of the project.

1.4 METHODOLOGY

The needs and opportunities presented in this report are the result of the second stage of a wider project. This second stage follows the background stage in which a Social Inclusion Profile and Social Inclusion Policy Overview have been produced. See figure below.
This methodology is pursued with the aim of achieving a well-informed, integrated and coordinated approach; which will in turn facilitate multi-agency support and commitment. The inclusion of the background research and sector engagement stages ensure an understanding of the policy landscape, the population characteristics and previous engagements, initiatives and resources to support a strengthening and value-adding approach, rather than the implementation of ad hoc interventions and potential for program duplications.

The Sector Engagement Stage has consisted of three key phases, as indicated in the figure below, and took place in between June and September 2011.

**Figure 3: Wider Methodology Community Services Sector Review Project**

- **Background Stage**
  - Social Inclusion Policy Overview
  - Social Inclusion Profile

- **Sector Engagement Stage**
  - Phase 1 - Community Service Identification
  - Phase 2 - Sector Engagement
  - Phase 3 - Needs & Opportunities Report

- **Future Stages**
  - Planning and responding to identified needs and opportunities

**Figure 4: Community Services Sector Review Engagement Phase Methodology**

**PHASE 1: COMMUNITY SERVICE IDENTIFICATION**

- Identify Data Sources
- Populate Database

**PHASE 2: SECTOR ENGAGEMENT**

- Website & Project Update Newsletters
- Interagency Network Mini Workshops
- Community Organisation Census
- Online Worker Survey
- Open Forum
- Focused Interviews and Focus Groups

**PHASE 3: NEEDS AND OPPORTUNITIES REPORT**

- Cellate and Analyse Results of Engagement Activities
- Identification of Needs and Opportunities
The purpose of the first phase was to identify all funded and unfunded organisations in and servicing the region by sourcing data from a variety of sources and collating them. This activity assisted in identifying organisations to engage and will serve as a precursor for any work that Moreton Bay Regional Council undertakes with its partners at a later stage such as service mapping and information services.

The purpose of the second phase was to identify the key needs and issues affecting the sector and the community and to identify opportunities to address these. To achieve this, a number of engagement activities were undertaken. Full details of the findings from these activities are presented in Appendix 2: Engagement Report. In sum the activities were:

*Website and Project Update Newsletters:* With support from Council’s web team a website was established with basic information about the project as well as links to the online worker survey. The address is [www.moretonbay.qld.gov.au/sectorreview](http://www.moretonbay.qld.gov.au/sectorreview) and it can be used for the later stages of the project. In addition, a semi regular Project Update Newsletter was developed and forwarded by email using existing email distribution lists. These newsletters kept the sector informed of the project’s progress, key dates and initial findings. Copies can be found in Appendix 4: Engagement Materials.

*Interagency Mini Workshops:* Between 14 and 28 June, mini workshops were run at five Council facilitated interagency networks:
- Collaborative Action and Response for a Multicultural Moreton Bay (CARMM) Forum
- Youth Service Providers Network
- Murri Network
- Volunteer Managers Network
- Regional Disability Network

During these mini workshops, participants were given an overview of the project and led through activities where they were asked to identify threats and opportunities to the sector and their clients.

*Community Organisation Census:* This survey was a key engagement tool. The survey was posted to the senior managers of over 800 organisations in and servicing the region. The 50 questions related to: services and programs, facilities, workforce, income and expenditure, governance, contractual arrangements, advocacy, planning, government relationships, partnerships and coordination and community recovery.

*Online Worker Survey:* This survey was promoted through the interagencies, project update newsletters and regular emails. The link to the survey was provided from the website and to encourage workers to participate, a competition for the chance to win one of ten $100 vouchers was run. The 27 survey questions related to: work experience and conditions, services and programs, contractual arrangements, advocacy and planning.

*Forum:* On 13 July, an open forum was held at the Morayfield Community Complex. 114 people attended the event, including special guest speaker Hon Rev Tim Costello. The questions and issues explored through the presentations and activities were:
- Where have we been? Where are we now? What’s today all about?
- How do we use information and resources to serve the needs of our community?
- The strengths and resilience of the Community Services Sector
- How can service mapping help us address the needs of the community?
- Innovative Partnerships and Solutions in the Community Service Sector
- Partnerships and Networks
- How do we use partnerships to service the needs of our community?
So now what do we do?

**Focused Interviews and Focus Groups:** In order to explore in more depth some of the findings from the other engagement activities, six focused interviews were held and four focus groups were facilitated in existing network groups. During the interviews and focus groups, participants discussed:
- what the barriers are to doing their work more effectively,
- how they could be better supported,
- how information could be better organised, and
- their thoughts on opportunities already identified.

The purpose of the third phase was to explain the state of the community services sector in the region, with reference to gaps, overlaps, tensions and synergies and to present the findings of the engagement and analysis of needs and opportunities in an easy to read usable format. This report is the result.

### 1.5 CONTEXT

There have been a number of significant changes and trends emerging in the community, the community services sector and all levels of government in recent years. Some key issues and opportunities are:

- In the community, opportunities such as technology are making it easier to connect and engage although needs have become increasingly complex and the effects of the economic downturn are exacerbating already difficult situations for ordinary households.

- In the sector, while government policies on issues such as social inclusion and mental health are helping to address community needs, contractual funding arrangements are failing to meet the real costs for service delivery and the demands for services are increasing.

### 1.6 REPORT STRUCTURE

The report has been organised as per common themes or target groups to allow selective examination of the report by means of area of interest or as per the needs and opportunities highlights. However, a comprehensive reading of the report is strongly encouraged as the information provided is valuable to the sector and foundational to the ongoing Community Services Sector Review project.

This report includes the following sections:

- **Defining the Sector:** In this section, the findings and learnings from the community service identification phase are presented along with engagement findings on service mapping and examination of the needs, gaps and overlaps.

- **Needs and Opportunities in the Community & Needs and Opportunities in the Sector:** These sections present the identified needs, issues and opportunities gathered during the engagement activities in a format where they have been grouped into obvious key themes. In these sections there are also “Think Out Loud” boxes which encourage the reader to provide feedback on this report.

- **Conclusion:** A few concluding comments are presented about the proposed future directions of the review project.
Appendix 1 The first appendix includes the Frameworks for Understanding tools for appreciating relationships and partnerships as well as the functions of the stakeholders in relation to the issues. The Frameworks for Understanding was developed to present tools for examining relationships and partnerships between various agencies and the differing functions and roles of agencies in relation to community issues. These tools will assist in unpacking complex community issues and in developing future collaborations and action planning.

Appendix 2 is the Organisation List which identifies all of the community and related organisations in and servicing the region.

Appendix 3 is the Engagement Report which provides a detailed write up of each of the activities for this review.

Appendix 4 contains the Engagement Materials and Collateral.

Appendix 5 contains the Feedback form to assist us in ensuring that all opportunities, related project ideas and priority opportunities for the sector have been identified.
2. DEFINING THE SECTOR

This section of the report documents the process of the first phase of the project: Community Service Identification as well the findings of the engagement where service mapping was discussed and the initial needs, gap and overlaps that can be identified through the organisation census.

2.1 IDENTIFYING THE PROGRAMS AND SERVICES

The initial phase of this review project was to identify all of the programs and services in and servicing the region. The main objective for identifying all of the services in the region was to take an inventory of all of the programs and services so that in the future they can be mapped, making it easier to identify gaps and overlaps in the region as well as any synergies and opportunities for collaborations. In addition, having information on services publicly available enables self-determination in client care which is known to increase positive outcomes.

In order to gain the most accurate picture of the community services sector in the region, the decision was made to have a broad scope of organisations included with a primary focus on community services that receive funding and a secondary area of focus on those that are unfunded. It was also decided to include child care centres, church groups and service clubs.

The project team and reference group were given access to a number of data sources to enable them to compile the database. These were:

- Council Community Facilities Database
- Council Community Grants Lists
- Council Community Engagement Stakeholder Lists
- Department of Communities Funding Lists
- FaCHSIA Funding Lists
- Organisation Lists and Mailing Lists held by Council Community Development staff
- Council Community Directory Database Lists

The database contains the following details:

- Organisation Name
- Physical Address in a format suitable for future mapping
- Postal address
- Telephone and email
- Funding Source, Stream and Program where available

A total of 747 organisations were identified, as shown below.
A full database of these organisations and their contact details has been prepared and the list of organisational names appears in Appendix 2.

The 102 organisations that responded to the Community Organisation census, give a snapshot of the organisations in the region. Features of these organisations include:

- The average age of organisations is 27 years, ranging from 4 months to 109 years.
- Two fifths (40%) of organisations identified as being local, nearly a third (30%) were state wide and the same per cent (30%) were nation-wide.
- Almost three quarters (74.51%) of respondent organisations service their local area or the regional government area only. Nearly one tenth (9.8%) have Moreton Bay in their coverage area, a little over one-tenth (13.73%) service the state and a small percentage (0.98%) service a national area.
- A significant proportion of organisations (48%) provide their services and programs both onsite and off, a third (34%) work onsite and 14% work offsite.

### 2.1 NEEDS AND ISSUES

1. **Defining the Community Services Sector**
2. **Identifying and obtaining accurate funding lists**

As discussed earlier, for the purposes of this project, the community services sector has been defined very broadly, extending to child care, churches and service clubs. Despite this broad definition, the growing complexity of the sector often makes it difficult to know which organisations can be included as part of the sector. QCOSS defines the sector as one which incorporates:

- a range of service delivery, community development, social justice, and advocacy
- organisations operating across a range of areas, including but not limited to: disability, aged care, health, housing, employment, Indigenous affairs and multicultural affairs.

While this definition is useful, it is difficult to determine the place of organisations such as: social enterprises that are not linked to existing community organisations, education and training providers that primarily provide private courses but have some funded programs that assist the long term unemployed, service clubs, government services and management committees of community facilities.

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1 Those identified as receiving funding either self-nominated on their Census form or were identified in funding lists obtained as part of this project.

2 A total of 102 surveys were completed. Two of these were from groups better defined as facility management organisations and they have been included in the census.
Secondly, the Community Service Sector Review Project Reference Group comprised of staff from local, state and federal government agencies. While these staff members were able to source data such as organisational funding lists, there were some barriers in the ease and accuracy of this task, namely:

- **Contact staff** – While in most cases reference group members knew a key contact in another organisation to assist with sourcing information, this was not always the case, highlighting the importance of informal and formal relationships between governments.
- **Boundaries** – Information sourced from government agencies aligns to districts which are not always in alignment with local government boundaries, meaning it was not in an easy to read format.
- **Accuracy** – The project team and project reference group were surprised to see the results of the Organisation Census Survey where a number of groups identified themselves as receiving funding, despite the fact these groups were not present on the lists sourced from the government agencies.

### 2.1 OPPORTUNITIES

1. Consider DEFINING THE SECTOR more clearly for later stages of the Community Services Sector Review project.
2. The government agencies serving the Moreton Bay Regional Council area are identified, the informal and formal RELATIONSHIPS between agencies are continued and the sharing of information strengthened.
3. Formal PROCESSES FOR REGULARLY SHARING INFORMATION, such as community needs and issues and funding lists, are established between government agencies.
4. Continue to identify and audit community organisations and identify DISCREPANCIES in governmental lists of funded organisations.

### 2.1 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 2.2 SERVICE MAPPING

#### 2.2 NEEDS AND ISSUES

1. Identifying all community organisations
2. Deciding what information needs to be captured
3. Format and usability of data
4. Categories of information
5. Sustainability of the database

The necessity of comprehensively identifying all organisations in the region offering services and programs was a focus of conversations at the forum and during the interviews. Many participants from the sector believed that Council could play a key role in connecting and assisting in negotiations to enable partnerships and collaboration by identifying groups with synergies. One interviewee emphasised the importance of
identifying programs and services by stating that the region cannot have “a well networked and collaborative approach to addressing need” without knowing what’s out there”.

During the forum, participants were asked to identify information that needed to be captured in service mapping, and the top responses were:
- Service and program areas
- Services and programs offered
- Eligibility and accessibility
- Contact details

Additional responses included referral processes, volunteer opportunities and organisational structures and policies. Information about the community such as needs and demographics were also mentioned. One interviewee stated that the mapping need not be advanced and that it would make the best sense to start with the basics with options for organisations to add additional information when the system is upgraded at a later stage.

Format and usability was also discussed with participants, with comments such as the following, the most frequent:
- Easy to read and navigate
- Available in more than one format
- Spatial mapping
- Noticeboards
- Key word searches

At the forum there was some discussion over who the audiences for the end service mapping product would be with participants believing it could be a resource for the wider community and also for the sector, with some different access privileges.

Identifying categories for service mapping proved a challenge for the reference group, project team and forum participants. This is due to the complex nature of the sector and no one organisation being defined by one category. The general conclusion was that organisations should belong to as many categories as needed. The final list, incorporating the existing Government funding classifications and input is shown below.

<table>
<thead>
<tr>
<th>Type</th>
<th>Subtype</th>
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<tbody>
<tr>
<td>Adoption Service</td>
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<td>Child Development Centres</td>
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<td>Foster and Kinship care</td>
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<td>Indigenous child protection services</td>
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<td>Supervised Child Visitation</td>
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<td>Child Protection</td>
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<td>Child health and immunisations</td>
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<td>Infant and child care centres</td>
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<td>Child Care</td>
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<td>Playgroups</td>
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<tr>
<td>Mothers Groups</td>
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<td>Family Day Care</td>
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<td>Disability Services</td>
<td>Transport</td>
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<table>
<thead>
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<th>Type</th>
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<tr>
<td>Recreation</td>
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<td>Residential</td>
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<td>Home and Community Care</td>
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<td>Adult lifestyle support</td>
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<td>Support</td>
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<td>Carers</td>
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<td>Domestic Violence and Sexual Assault</td>
<td>Shelters and Services</td>
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<td>Counselling support</td>
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<td>Emergency and disaster relief</td>
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<td>Education, prevention and control</td>
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<td>Training Services</td>
<td>Vocational counselling and guidance</td>
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<td>Family Services</td>
<td>Family life</td>
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<td>Parent Education</td>
<td>Single Parent Agencies and Services</td>
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<td>Family Support</td>
<td>Grandparent support and service</td>
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<td>Financial and material support</td>
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<td>Drug and alcohol</td>
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<td>Volatile substance misuse</td>
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<td>Women’s Health</td>
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<td>Generalist counselling</td>
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<tr>
<td></td>
<td>Child, Bulk billing, female doctors</td>
</tr>
<tr>
<td></td>
<td>Telephone health</td>
</tr>
<tr>
<td></td>
<td>Sexual health</td>
</tr>
<tr>
<td></td>
<td>Disease/condition support</td>
</tr>
<tr>
<td>Housing and homelessness</td>
<td>Crisis Intervention</td>
</tr>
<tr>
<td></td>
<td>Short and long term</td>
</tr>
<tr>
<td></td>
<td>Homes assist secure</td>
</tr>
<tr>
<td>Information, advice and personal social services</td>
<td>Tenant advocacy services</td>
</tr>
<tr>
<td>Information, advice and personal social services</td>
<td>Telephone advice</td>
</tr>
<tr>
<td></td>
<td>support groups</td>
</tr>
<tr>
<td></td>
<td>Counselling support</td>
</tr>
<tr>
<td></td>
<td>Credit and money management</td>
</tr>
<tr>
<td></td>
<td>Like Skills</td>
</tr>
<tr>
<td>Legal services and advocacy</td>
<td>Community legal centres</td>
</tr>
<tr>
<td>Type</td>
<td>Advocacy organisations</td>
</tr>
<tr>
<td>Migrant and refugee assistance</td>
<td>Provision of food, clothing shelter</td>
</tr>
<tr>
<td>Residential aged care and nursing homes</td>
<td>Services for refugees and immigrants</td>
</tr>
<tr>
<td>Residential aged care and nursing homes</td>
<td>Inpatient</td>
</tr>
<tr>
<td>Youth Service and youth welfare services</td>
<td>Youth centres, services</td>
</tr>
<tr>
<td>Seniors</td>
<td>Participation and support</td>
</tr>
<tr>
<td>Seniors</td>
<td>Home maintenance</td>
</tr>
<tr>
<td>Education</td>
<td>Early years</td>
</tr>
<tr>
<td></td>
<td>Literacy programs (ESL)</td>
</tr>
<tr>
<td>Social and Service Groups</td>
<td>Service Clubs and Retired Veterans</td>
</tr>
<tr>
<td></td>
<td>SES</td>
</tr>
<tr>
<td></td>
<td>Volunteer Fire-fighters</td>
</tr>
<tr>
<td></td>
<td>Meals on Wheels</td>
</tr>
<tr>
<td></td>
<td>Neighbourhood Watch</td>
</tr>
<tr>
<td>Sporting and Recreation Organisations</td>
<td>PCYC's</td>
</tr>
<tr>
<td></td>
<td>Public parks and precincts</td>
</tr>
<tr>
<td></td>
<td>Women’s and Men’s Groups</td>
</tr>
<tr>
<td>CALD/Multicultural Services</td>
<td>Interpreters</td>
</tr>
<tr>
<td></td>
<td>Training</td>
</tr>
<tr>
<td></td>
<td>Support</td>
</tr>
<tr>
<td>Indigenous/ATSI Services</td>
<td></td>
</tr>
<tr>
<td></td>
<td>LGBT</td>
</tr>
<tr>
<td></td>
<td>Transport</td>
</tr>
</tbody>
</table>

**Sustainability** of a service mapping system was also a topic at the forum. With regards to who would be responsible for such a system, consensus was unable to be reached with responses varying from federal government to all government levels to a peak body to a consortium to a community organisation. Funding for such a system got equally diverse responses and also included advertising and philanthropic organisations. A number of options for maintenance were discussed, with organisations being responsible for their own content the most popular response. Some participants discussed the motivation for organisations to be
involved in such a system, highlighting their already busy workloads and the perceived benefits of participating. The need for engagement with the sector about the service mapping system end product was highlighted in the forum and the interviews. Some participants discussed the idea that existing and emerging systems in other areas such as Sunshine Coast Regional Council and the Deception Bay Alliance be examined before a new system is built for the Moreton Bay region.

### 2.2 OPPORTUNITIES

1. Project Reference Group in collaboration with the sector, FULLY SCOPE A SERVICE MAPPING SYSTEM with a view to implementation, taking into consideration the information provided in this report.

### 2.2 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 2.3 IDENTIFYING THE NEEDS AND THE GAPS AND THE OVERLAPS

#### 2.3 NEEDS AND ISSUES

1. Programs being offered without funding
2. Risk in the delivery of unregulated programs
3. Demand increases in all areas

Organisation censuses were completed by 102 organisations. Of those that are considered general community services, nearly one fifth (17.93% or 64 out of 357) completed a census. The table below shows the primary focus of the services and programs of the organisations that responded to the census.

![Figure 8: Types of Organisations that completed the Organisation Census](chart)

In the Organisation Census, groups were asked what types of services and programs they delivered, those they were funded to deliver, who the funding bodies were, whether they had recognised an increase in demand and whether they were able to meet that demand. The findings are presented below.
<table>
<thead>
<tr>
<th>Service/Program</th>
<th>Provide Services</th>
<th>Funded to Provide</th>
<th>Funding Bodies</th>
<th>Reported increase</th>
<th>Able to meet reported increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child &amp; Welfare Services</td>
<td>9</td>
<td>2</td>
<td>DEEWR, DOC</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Child Care</td>
<td>31</td>
<td>12</td>
<td>DEEWR, DET, Playgroup Association</td>
<td>20</td>
<td>11</td>
</tr>
<tr>
<td>Disability Services</td>
<td>20</td>
<td>10</td>
<td>DOHA, HACC, DOC, FaHCSIA, Research Centre</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>Domestic Violence and Sexual Assault</td>
<td>13</td>
<td>4</td>
<td>QHealth, DOC</td>
<td>11</td>
<td>4</td>
</tr>
<tr>
<td>Emergency and Disaster Relief</td>
<td>15</td>
<td>3</td>
<td>DOC, DOHA, FaHCSIA</td>
<td>10</td>
<td>0</td>
</tr>
<tr>
<td>Employment and Training Services</td>
<td>16</td>
<td>9</td>
<td>DEEDI, DEEWR, DET</td>
<td>9</td>
<td>3</td>
</tr>
<tr>
<td>Family Services</td>
<td>29</td>
<td>16</td>
<td>DOC, FaHCSIA, DET, DEEWR</td>
<td>14</td>
<td>8</td>
</tr>
<tr>
<td>Financial and Material Support</td>
<td>17</td>
<td>3</td>
<td>FaHCSIA, DOC, DOHA</td>
<td>14</td>
<td>3</td>
</tr>
<tr>
<td>Health</td>
<td>27</td>
<td>12</td>
<td>DOC, DOHA, CACPs</td>
<td>22</td>
<td>5</td>
</tr>
<tr>
<td>Housing and Homelessness</td>
<td>18</td>
<td>7</td>
<td>DOC, HACC, FaHCSIA, Baptist Care Qld</td>
<td>12</td>
<td>3</td>
</tr>
<tr>
<td>Information, Advice and Personal Social Services</td>
<td>17</td>
<td>13</td>
<td>QHealth, DOC, DOHA</td>
<td>18</td>
<td>7</td>
</tr>
<tr>
<td>Legal Services and Advocacy</td>
<td>11</td>
<td>7</td>
<td>Legal Aid, DOC</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>Migrant and Refugee Assistance</td>
<td>7</td>
<td>0</td>
<td></td>
<td>4</td>
<td>0</td>
</tr>
<tr>
<td>Residential Aged Care and Nursing Homes</td>
<td>9</td>
<td>4</td>
<td>DOHA</td>
<td>8</td>
<td>2</td>
</tr>
<tr>
<td>Youth Service and Youth Welfare Services</td>
<td>16</td>
<td>8</td>
<td>DOC</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Seniors</td>
<td>21</td>
<td>8</td>
<td>DOHA, HACC</td>
<td>13</td>
<td>9</td>
</tr>
<tr>
<td>Trauma, Counselling, Community Recovery</td>
<td>7</td>
<td>2</td>
<td></td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

Of particular interest with these responses are the proportion of services and programs that are being offered without funding which may suggest a need in these areas for financial support or appropriate referral advice. Those areas with a high proportion of unfunded service delivery compared to funded service delivery are:

- Financial and Material Support
- Emergency and Disaster Relief
- Domestic Violence and Sexual Assault
- Child Welfare
- Child Care
- Housing and Homelessness
- Seniors
- Trauma Counselling/Community Recovery
- Health
- Residential Aged Care and Nursing Homes
This raises a couple of issues. Firstly, for all of these areas, it means that organisations perceived the need to be high enough to warrant providing the service without government funding. Secondly, there is a chance that unfunded services are less regulated which could have risk implications for community members. It is possible that some of these services may not require government funding if they have access to adequate fees or contributions.

Also of interest are the services reporting the biggest demand increases, the top five of which are:

- Health
- Child Care
- Disability Services
- Information, Advice and Personal Social Services
- Seniors

Health, Child Care and Disability Services are also reporting difficulty in being able to meet need. Interestingly, of those reporting an increase in Emergency and Disaster Relief and Migrant and Refugee Assistance, no organisations indicated that they were able to meet the demand.

The online worker survey and organisation census asked respondents to identify which service areas they perceived to be growing in demand and the results are presented below. Health and Disability Services make both lists as well as the previous list reporting biggest increases in demand.

**Figure 10: Service Areas with Perceived Growth in Demand**

<table>
<thead>
<tr>
<th>Worker Survey</th>
<th>Organisational Census</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Housing and Homelessness (43.28%)</td>
<td>1. Child welfare services (18.63%)</td>
</tr>
<tr>
<td>2. Health (42.54%)</td>
<td>2. Legal services and advocacy (17.65%)</td>
</tr>
<tr>
<td>3. Family Services (41.79%)</td>
<td>3. Housing and Homelessness (17.65%)</td>
</tr>
<tr>
<td>4. Disability Services (39.55%)</td>
<td>4. Health (16.67%)</td>
</tr>
<tr>
<td>5. Financial and material support services (38.06%)</td>
<td>5. Disability Services (15.69%)</td>
</tr>
<tr>
<td></td>
<td>Domestic Violence and Sexual Assault (15.69%)</td>
</tr>
<tr>
<td></td>
<td>Employment and Training (16.69%)</td>
</tr>
</tbody>
</table>

**2.3 OPPORTUNITIES**

1. The community, community services sector and all levels of government establish a relevant strategy to BUILD SECTOR CAPACITY AROUND IDENTIFYING ALTERNATIVE SOURCES OF INCOME

2. The community, community services sector and all levels of government establish a joint response to undertake further investigation into the higher proportion of programs and services being provided WITHOUT FUNDING, including Financial and Material Support, Emergency and Disaster Relief, Domestic Violence and Sexual Assault, Child Welfare, Child Care, Housing and Homelessness, Seniors, Trauma Counselling/Community Recovery, Health and Residential Aged Care and Nursing Homes). Investigation will need to determine context, potential risks and possible advocacy routes for additional funds and/or alternative income streams.

3. The community, community services sector and all levels of government establish a joint response to undertake further investigation into programs and services with reported BIGGEST DEMAND INCREASE to identify possible advocacy routes for additional funds and/or alternative income streams.
4. The community, community services sector and all levels of government establish a joint response to undertake investigation into areas where there is LITTLE TO NO FUNDING provided and/or low capacity to meet demand to identify possible advocacy routes for additional funds and/or alternative income streams.

2.3 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?
3. NEEDS AND OPPORTUNITIES IN THE COMMUNITY

This section of the report presents the needs and opportunities identified in the second phase of the project: Sector Engagement as they relate to the community. The findings of all of the engagement activities have been grouped under common themes or target groups.

3.1 AGEING & DISABILITY

3.1 NEEDS AND ISSUES

1. Access to affordable respite
2. Provision of disability programs
3. Programs for children with autism spectrum disorders
4. Increasing complexity in aged care clients
5. Perceived growth in demand for disability services
6. Facilities and programs for aged care
7. Eligibility for disability programs
8. Cost of health care for older people

During the interagency mini workshops, forum and surveys issues identified for people with disabilities and seniors included:

- Affordable disability respite
- Need for additional funding for programs for people with disabilities
- Disability school and vacation programs for children with autism spectrum disorders
- Increasing volume of aged care clients with complexity of issues such as dementia
- Need for additional respite centres catering to range of incomes and needs
- Need for facilities and programs for aged care
- Eligibility issues for government programs for people with disabilities under 65 and those born overseas so that they can access required services
- The cost of health care for older people, for example buying cheaper and inferior wound care products resulting in poorer health outcomes.

3.1 OPPORTUNITIES

1. In light of the needs of PEOPLE WITH DISABILITIES in the region, the community, community services sector and all levels of government establish joint responses to address:
   - Provision of disability programs
   - Programs for children with autism spectrum disorders
   - Perceived growth in demand for disability services
   - Eligibility for disability programs

2. In light of the needs of OLDER PEOPLE in the region, the community, community services sector and all levels of government establish joint responses to address:
   - Increasing complexity in aged care clients
   - Access to affordable respite
   - Facilities and programs for aged care
   - Cost of health care for older people
3.1 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.2 COMMUNITY CONNECTEDNESS

3.2 NEEDS AND ISSUES

1. Social isolation
2. Preventative and developmental programs
3. Increasing cost of living making it difficult to meet basic needs
4. Access to affordable and convenient public and community transport
5. Financial literacy
6. Perceived safety in the community and the home

Social Isolation was reported in all engagement activities as being one of the key issues facing community members and ranked second on the list of identified issues and needs at the forum. Obviously social isolation is not merely one issue but the result of many complex issues. On the flipside of social isolation, the building of social capital was referred to as a solution in a number of the activities. One interviewee called for a need to “get people talking to each other again”.

Recent funding cuts have seen a reduction in preventative and development programs, which, according to many project participants, has created an opportunity for local government. The following statement best summarises this need and opportunity.

"Government policy is driven by need which determines services. Through a body of evidence we need this service, a program is rolled out, a service is chosen, workers are taken on board. Local government is not bound so much by that approach. If we’re going to build community capacity, we need development and prevention. [Which is] where funding cuts have been the greatest." (Focus interviewee)

As a follow on from discussions about developmental approaches, place based approaches were discussed as an effective way to address community need due to its potential to address the numerous aspects underpinning social exclusion and disadvantage. One respondent suggested that statistics be used to locate possible locations and then capacity be built with local organisations that could then be provided with incentives to respond to local need. It was acknowledged that the project drivers would be important to ensure success of the project.
The increasing cost of living was mentioned in all workshops and rated on the list of identified issues and needs at the forum. It was reported that the costs of transport, rent, electricity and food was a threat to vulnerable groups on limited incomes. Financial stress and poverty was rated as the number one threat facing the community by workers.

Transport was raised in every engagement activity as an issue by workers for the community presumably because poor access to transport can affect people’s ability to participate in employment and education. It ranked as the second biggest threat to the community by workers. Specific transport issues identified in this study were:

- Access to cars to gain drivers licenses and participate in education and employment
- Availability and convenience of public transport
- Coverage and connection of public transport with one organisation census respondent noting the “lack of an adequate transport system between suburbs and services” as being one of the top threats.
- Coordination of community transport
- Cost of public and private transport

Of particular concern to a few workers was an inability to coordinate the usage of buses that are currently underutilised. There was discussion this coordination had been attempted before and that an organisation at Deception Bay was still attempting to undertake this role.

There was also a belief that there should be wider engagement during transport planning, to better ensure the needs of the community are met.

The need for financial literacy skills in clients was discussed in depth at one workshop. It was reported that many people are unable to budget and manage their finances which affects their ability to meet their basic needs and those of their dependents. It was also reported that the closest program that offers a service to address this is outside of the Moreton Bay Regional Council area and currently has a waiting list.

On a few occasions, threats and opportunities identified in the surveys revealed that perceptions of safety and the threat of violence were of regular anxiety to many community members.

While a number of issues affecting social connectedness were identified during the engagement phase, workers and organisations also identified a number of strengths of the region in the surveys, including:

- Strong regional growth with one online worker survey respondent commenting “growth of the area leading to more services that offer unique services so people don’t have to wait forever to see a specialist and don’t have to travel long distances with no transport”
- A strong sector that supports each other
- Location and lifestyle
- Community spirit
- Community interest and involvement

### 3.2 OPPORTUNITIES

1. **Consider developing policy and procedure with a view to piloting and evaluating a PLACE BASED APPROACH to service planning at a local level. Appropriate locations to be determined through demographic analyses and in collaboration with the sector.**

2. **The community, community services sector and all levels of government establish joint responses to identify and assess the feasibility of programs and events that BUILD SOCIAL CAPITAL, such as community gardens and Neighbour Day.**
3. Advocate, represent and engage with the community and sector on issues relating to PUBLIC AND COMMUNITY TRANSPORT AND ROAD PLANNING with a focus on social inclusion.

4. The community, community services sector and all levels of government establish a joint response to assist in improving the FINANCIAL LITERACY SKILLS of the community.

5. The community, community services sector and all levels of government establish a joint response to improve perceptions of COMMUNITY SAFETY.

3.2 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.3 CLIENT EXPERIENCE

3.3 NEEDS AND ISSUES

1. Early intervention
2. Referrals and transitions
3. Complexity of need
4. Eligibility requirements
5. Cost of Services

During the interagency mini workshops and the forum, the sector was asked to identify and prioritise what they perceived to be, the key needs in the sector and the community. The topic that sat highest in the order of priority and nearly double any other was early intervention before the event of a crisis. This related closely to the identified need for preventative and development programs in section 3.2.

Transitioning and referring clients from and between state and federal funded programs was identified as problematic from staff in the disability sector. It was also reported in the surveys that the referral systems are not conducive for smooth transitions due to varying eligibility, boundary issues and referral systems. Complexity of need was reported as being difficult to address given that services and programs are developed to meet one need rather than multiple.

Additional needs identified in the online worker survey and organisation census include:
- Inability to access services in Brisbane due to eligibility requirements
- Cost of services prohibitive to clients accessing

3.3 OPPORTUNITIES

1. Identify and implement EARLY INTERVENTION and PREVENTION projects to negate the need for crisis responses to community need.

2. The community, community services sector and all levels of government establish a joint response for improving referral systems and client experiences.
3.3 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.4 CULTURAL DIVERSITY

3.4 NEEDS AND ISSUES

1. Literacy and numeracy
2. Lack of cultural understanding and awareness in the community and sector
3. Development of a multicultural hub
4. Culturally appropriate services
5. Multicultural workers
6. Interpreter services
7. Consultation with Leaders

It was reported that for people from non-English speaking backgrounds, access to adequate literacy and numeracy education was insufficient. While many new arrivals received TAFE lessons, it is reported that these lessons provide technical rather than functional language skills and did not prepare them for employment. It was also reported that in the Education Queensland schools, the ratio of staff was too small to meet the needs of students requiring English as a Second Language support across the area.

It was identified that there is not a peak representative body for Pacific Islanders since the dissolution of Pan Pacific Oceania Inc. Given the high numbers of Pacific Islanders living in the region, particularly in the coastal areas, this could prove problematic or could be an area for future development.

Needs and issues identified in the workshops, forum and surveys that relate to the culturally and linguistically diverse communities included:

- Need to improve the literacy and numeracy skills of newly arrived migrants and refugees with the aim of improving access to employment and educational opportunities
- Relevant and meaningful consultation with leaders surrounding decisions affecting the respective communities
- Need for multicultural hub
- Lack of culturally appropriate services in the region such as aged care for culturally and linguistically diverse (CALD) community members
- Multicultural workers
- Interpreter services

3.4 IDENTIFIED OPPORTUNITIES
1. In light of the needs of people from CULTURALLY AND LINGUISTICALLY DIVERSE BACKGROUNDS in the region, the community, community services sector and all levels of government establish joint responses to address:
   • Lack of cultural understanding and awareness in the community and sector
   • Literacy and numeracy
   • Multicultural hub development
   • Interpreter services
   • Multicultural workers
   • Consultation with leaders

2. Provide programs and services that increase cross CULTURAL AWARENESS AND UNDERSTANDING. ie. cross cultural training for agencies and strategies to increase effective engagement.

3.4 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.5 ABORIGINAL AND TORRES STRAIT ISLANDER COMMUNITIES

3.5 NEEDS AND ISSUES

1. Lack of cultural understanding and awareness in the community and sector
2. Literacy and numeracy
3. Consultation with Elders and Leaders
4. Development of an Aboriginal and Torres Strait Islander hub
5. Culturally appropriate services
6. Aboriginal and Torres Strait Islander workers

The need for cultural awareness and understanding of Aboriginal and Torres Strait Islander communities in both the broader community and the sector emerged in many of the engagement activities. It rated third in the list of issues and needs identified in the forum. In a focused interview it was revealed that in a recent project by an Aboriginal and Torres Strait Islander organisation, racism was identified by the community as one of the top concerns to Aboriginal and Torres Strait Islander people in the Deception Bay area. That organisation is now developing a response to reduce racism and promote cultural inclusion.

The forum identified the need for projects and initiatives that have significant value in raising awareness of Aboriginal and Torres Strait Islander people, culture, society and issues and promotes social inclusion. The forum, surveys and focused interviews also identified the need for the sector to improve the attraction, retention and career development outcomes for Aboriginal and Torres Strait Islander people across the Moreton Bay region.

Needs and issues identified in the workshops, forum and surveys that relate to the Aboriginal and Torres Strait Islander communities included:
   • Relevant and meaningful consultation with Elders and leaders surrounding decisions affecting the respective communities
   • Improved level of literacy and numeracy skills
   • Need for an Aboriginal and Torres Strait Islander hub
• Lack of **culturally appropriate services** in the region
• Lack of **Aboriginal and Torres Strait Islander workers** across the sector

### 3.5 IDENTIFIED OPPORTUNITIES

1. In light of the needs of Aboriginal and Torres Strait Islander COMMUNITIES in the region, the community, community services sector and all levels of government establish joint responses to address:
   - Lack of cultural understanding and awareness in the community and sector
   - Literacy and numeracy issues
   - Aboriginal and Torres Strait Islander worker needs
   - Consultation with Community Elders
   - Aboriginal and Torres Strait Islander hub development

2. Provide programs and services that increase **CULTURAL AWARENESS AND UNDERSTANDING**. ie. cross cultural training for agencies and strategies to increase effective engagement

### 3.5 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 3.6 EMPLOYMENT & EDUCATION

#### 3.6 NEEDS AND ISSUES

1. Access to education and training
2. Programs for transition from education to employment
3. Access to employment
4. Literacy and numeracy

Participation in and access to education and training was identified in nearly all of the workshops and again at the forum and in the surveys. It was also noted by these groups that there were insufficient programs for transition from education to employment as demand was high.

**Access to employment opportunities** was recognised as a key issue affecting the community during each of the activities. Many cited that community members had difficulty finding employment, finding employment appropriate for their level of skills, finding flexible employment and having prior experience recognised particularly those from overseas. Access to employment was rated as the third biggest need facing the community by organisations.

In another activity it was reported that many of the people who undertake training as per their receipt of Centrelink requirements, are still unable to find employment. This inability to find employment even after training completion can further compound the situation and the disempowerment experienced, particularly with the long term unemployed.

Inadequate literacy and numeracy is affecting the ability of many people to participate fully in their lives and this was mentioned in general forums, the Murri network and by community workers from the multicultural sector.
3.6 OPPORTUNITIES

1. The community, community services sector and all levels of government establish joint responses to encourage LOCAL ECONOMIC DEVELOPMENT with a focus on social inclusion and place based approaches.

2. The community, community services sector and all levels of government establish a joint responses to enhance EMPLOYMENT OPPORTUNITIES in government and the private sector with a focus on social inclusion.

3.6 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.7 FAMILIES & CHILDREN

3.7 NEEDS AND ISSUES

1. Increase in demand for child care
2. Domestic violence
3. Family breakdown and family relationships issues
4. Early intervention literacy programs
5. Cost of child care
6. Parenting programs
7. Opportunities for families to meet
8. Occasional care

Needs and issues for families and children identified in the engagement activities revealed the following:

- The organisation census reported an increase in the demand for child care which half of organisations are having difficulty meeting. The interviews revealed that this demand varied throughout the region
- Domestic Violence was identified in each activity and a number of services are providing support services despite being unfunded
- Family breakdown and family relationship issues. This was of particular note at the Murri forum.
- Early intervention literacy programs to ensure the best outcomes for children, especially those from vulnerable backgrounds
- Affordability and access to child care
- A need for parenting programs that are preventative rather than reactive
- Opportunities for families to meet and network such as playgroups
- It was reported that despite significant need, occasional care, which is centre based flexible child care, is difficult to access in Queensland.

3.7 OPPORTUNITIES

1. In light of the needs of FAMILIES AND CHILDREN in the region, the community, community services sector and all levels of government establish joint responses to address:
   - Increase in demand for child care
### 3.7 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 3.8 HEALTH

#### 3.8 NEEDS AND ISSUES

1. Mental health
2. Alcohol and substance misuse
3. Access to affordable dental services & treatment
4. Access to affordable general, specialist & allied health services & treatment
5. Access to drug and alcohol services & treatment
6. Growth in demand for all health services

Mental health was discussed as an issue for the community in all workshops and at the forum, with mental health experiences making people more vulnerable to other issues such as social isolation, homelessness, substance misuse, unemployment and poverty. The sector has welcomed the focus on mental health from the federal government as increasing public awareness and programs and services was seen as a priority for many workers.

Participants in the Youth, Murri and Volunteer Managers workshops reported alcohol and substance misuse as a top threat to their clients' wellbeing and it was also raised in the surveys. Additionally, it was noted that clients with such issues are often overrepresented in cases of homelessness, unemployment and social isolation.

Needs and issues identified in the workshops, forum and surveys include:

- Access to affordable dental services and treatment
- Access to affordable general, specialist and allied health services and treatment. One worker suggested a list of GPs who bulk bill as helpful
- Drug and alcohol rehabilitation facilities and services – mainstream and culturally appropriate

In Section 2.3 it was identified that the reported and perceived growth in demand for health services has been recognised by the sector and its workers.

#### 3.8 OPPORTUNITIES

1. In light of the HEALTH NEEDS of the region, the community, community services sector and all levels of government establish joint responses to address:
   - Mental health
3.8 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.9 HOUSING, HOMELESSNESS & CRISIS CARE

3.9 NEEDS AND ISSUES

1. Access to social housing
2. Access to affordable and suitable housing
3. Homelessness, particularly in young people
4. Planning for addressing housing and homelessness
5. Early intervention programs
6. Crisis and supported accommodation
7. Growth in demand for housing and homelessness services

In all engagement activities, housing and homelessness was identified as a top issue. It rated first as the top threat facing the community by organisations in the organisation census. One online worker survey respondent in identifying homelessness as a top threat said “more people experiencing housing stress (due to affordability) – often resulting in homelessness or unstable accommodation”.

Community Service organisations report that access to social housing and affordable housing is a constant and high demand and that they are unable to place people in housing in their existing neighbourhoods and are forced to place them outside of the Moreton Bay Regional Council area. This distance often exacerbates social disadvantage as it creates isolation from families, friends and support networks.

Homelessness rated as the third largest threat to the community in the online worker survey. The CARM network reported homelessness in young people from culturally and linguistically diverse backgrounds of particular concern.

Many participants of the review engaged believed that there was a lack of planning for addressing housing and homelessness, as workers are constantly working to resolve crises rather than following strategically planned solutions.

On more than one occasion it was reported that the early intervention program available in Caboolture was a valuable service that required expansion and that crisis and supported accommodation for both young people and adults was a major need.

Only two housing and homeless organisations completed the census so it is difficult to ascertain demand in the region but respondents from both surveys report perceiving a growth in demand for housing and homelessness services.
3.9 OPPORTUNITIES

1. The community, community services sector and all levels of government establish joint responses to address the SOCIAL HOUSING, AFFORDABLE HOUSING AND HOMELESSNESS needs in the region.

2. Advocate, represent and engage with the community and sector on issues relating to social and affordable housing and land use planning.

3.9 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

3.10 YOUNG PEOPLE

3.10 NEEDS AND ISSUES

1. Homelessness
2. Facilities for young people
3. Programs for young people
4. Access to alternative education
5. Image of young people
6. Mental health
7. Role models and mentors

As mentioned in Section 3.9, early intervention programs and crisis accommodation for vulnerable young people has been identified as a need in the sector.

In the worker and organisational surveys, insufficient facilities for young people and insufficient programs for young people was identified as a threat to community wellbeing.

The youth service providers interagency also noted that there is insufficient access to alternative education for young people who had disengaged from mainstream schooling.

Other identified issues and needs included:

- Image of young people by some members of the wider community
- Mental health
- Lack of role models and mentors

3.10 OPPORTUNITIES

1. In light of the needs of YOUNG PEOPLE in the region, the community, community services sector and all levels of government establish joint responses to address:
   - Homelessness
   - Facilities for young people
   - Programs for young people
   - Access to alternative education
• Image of young people
• Mental health
• Role models and mentors

3.10 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?
4. NEEDS AND OPPORTUNITIES IN THE SECTOR

This section of the report presents the needs and opportunities identified in the second phase of the project: Sector Engagement as they relate to the sector. The findings of all of the engagement activities have been grouped under common themes.

4.1 ADVOCACY, IMAGE & PROMOTION

4.1 NEEDS AND ISSUES

1. Government interest, support and resources
2. Attendance of government officers and elected representatives at key events
3. Government advocacy on behalf of sector
4. Government advocating for community in urban planning
5. Sector advocating for their communities
6. Celebration of sector achievements and best practice
7. Media portrayal of vulnerable groups

Growing government interest, support and resources for the region was seen as a key opportunity for workers and organisations according to the surveys. During workshops and interviews, some sector workers believed that there were opportunities for key officers and elected representatives to attend key events and meetings.

It was identified during the focused interviews, that depending on the issue, government representatives could advocate for the sector. While some strategic issues are better addressed by peak bodies, local government could champion some causes, given it had developed effective processes for gaining information from the sector.

An opportunity for the sector to be advocated for or involved with urban planning decisions was also identified with one interviewee stating that “so many planning decisions affect community amenity and community capacity building”.

In regards to advocacy within the sector, most workers and organisations believe they can advocate for their clients and speak publicly although the rates are lower for workers as shown.

Interestingly “bad media” was mentioned as a threat to the sector by one respondent in the worker survey which most likely relates to the media’s representation of vulnerable groups.

4.1 OPPORTUNITIES

1. The community services sector and all levels of government establish a protocol to align their service planning and delivery with best practice engagement frameworks.

2. Identify and implement activities that PROMOTE AND CELEBRATE BEST PRACTICE in response to
social inclusion issues in the sector.

3. Advocate, represent and engage with the community and sector on issues relating to URBAN PLANNING.

### 4.1 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 4.2 COMMUNITY RECOVERY & RESILIENCE

#### 4.2 NEEDS AND ISSUES

1. Sustaining and enhancing community resilience
2. Organisational resilience
3. Responses to natural disasters

Just over one third of organisations reported in the census that they had been involved in providing assistance in regards to the effects of the natural disasters over the last 12 months, directly and indirectly. Of these, 43 claimed to have provided assistance in areas outside of the region. When organisations were asked if the community had the resilience to survive a natural disaster, 68% agreed or strongly agreed that they did. In addition, 76% felt the same about their organisation.

In the organisation census, there were comments that identified the development of a coordinated response to natural disasters as a key opportunity, with a focus on the importance of continued service delivery and with reference to both staff and client needs in disaster management planning.

#### 4.2 OPPORTUNITIES

1. In light of the COMMUNITY RECOVERY AND RESILIENCE needs in the region, the community, community services sector and all levels of government establish joint responses to:
   - Sustaining and enhancing community resilience
   - Organisational resilience and continuity
   - Responses to natural disasters

2. The community, community services sector and all levels of government establish a joint strategy to assist the sector and the community to develop their own disaster management plans, incorporating preparedness, the management of the event and recovery.

### 4.2 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?
4.3 COORDINATION, INFORMATION & RESOURCES

### 4.3 NEEDS AND ISSUES

1. Coordination of information, resources and planning
2. Identifying issues and gaps, duplications and efficiencies
3. Planning for service delivery
4. A place for information
5. An effective role for interagencies
6. Transparency of information
7. Online presence

The **coordination of information, resources and planning** consistently emerged during the engagement activities across the majority of theme areas as the key need in the sector. In the worker survey a large proportion of respondents indicated that coordination was a key opportunity for the sector so that they can better understand and respond to community issues. While many of those contacted during the engagement phase were pleased with the support from government and other agencies, room for improvement was noted on most occasions. One interviewee stated that, “There needs to be a considered approach to the distribution of information”. They went on to articulate that objectives for engagement needed to be identified and then activities developed in response to these. Sharing resources came up as the third most important need in the sector and the community.

When asked what information and resources could be shared in the sector, the top responses were:

- Facilities and equipment such as vehicles
- Human resources
- Service information
- Professional development information
- Client information
- Partnership and collaboration work
- Anecdotes and ideas
- How to identify need
- How to make programs and organisations sustainable and effective

The identified benefits of sharing this and other information and resources identified included benefits to clients such as: enhancing ability for clients to make informed choices, increasing awareness of services available, increasing understanding of systems and processes, allowing for holistic integrated responses and access to services. Benefits to organisations included: increasing productivity, efficiency and sustainability, help in identifying community issues and gaps, providing a basis for partnerships and collaborations, reducing duplication, streamlining delivery and allowing **more time and money** for client outcomes.

When **planning for service delivery**, organisations reported their top sources of information as:

*Figure 14: Rev Costello Open Forum 13 July 2011*
• Feedback (67.65% of census respondents)
• Community level information (56.86%)
• Peak bodies and industry group (50%)
• Government level (49.02%)
• Population level and academic research (41.18% each)

On a number of occasions a place for information was identified as a need for the sector. Many interviewees called it a “portal” and it was also referred to as a clearinghouse where information could be stored and accessed. When asked what information would be required in such a portal, participants responded with: information on other organisations, changes in government policies and programs, funding opportunities, contact details, events and best practice examples”. The creation of a place for information also appeared as the number one opportunity, with more than twice as many comments than any other opportunity, for how to improve the way the sector uses and shares information. At the forum, the second most common listed opportunity for how to improve the way the sector uses and shares information was identified as interagency networks. It also rated second in the worker survey. During the forum, opportunities for improvement of this activity included: better promotion, coordination and utilisation of time. This activity was discussed in the engagement activities and the common reasons for poor attendance and underutilisation of the network were identified as:

- **Time**: Best articulated as “we don’t go to the interagencies because we’re just too busy”
- **Direct Relevance**: Best articulated as “we have lost our local networks to ineffective regional ones” and “Council may have amalgamated but we haven’t” and “the regional focus ignores local community needs”
- **Purpose**: All interagency networks in the region have information sharing as their core business and while this is of value to the sector, it was reported by some that only sharing information could be quite frustrating due to “lost opportunities”. This sentiment was also expressed in the organisation census. There is an opportunity to add an additional purpose to some meetings where action planning is undertaken as well as information sharing

**Transparency of Information** also emerged during the forum as a key issue with participants identifying the need for policies and processes that promote and ensure integrity and accountability of organisations to other organisations, clients, government and the wider community.

In addition to these needs and issues, cost effective websites so organisations can have an online presence was identified by forum participants.

### 4.3 OPPORTUNITIES

1. The community, community services sector and all levels of government establish a joint response to provide INFORMATION, RESOURCES AND COORDINATION assistance to the sector in responding to needs. This response should consider:
   - EMAIL communication
   - ONLINE communication
   - A review of INTERAGENCY NETWORKS to incorporate action planning and implementation

2. Provide a coordinated mechanism for the provision of information and resources, such as a central information portal to enhance the sector’s responses to community need.

### 4.3 THINK OUT LOUD
1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

4.4 FACILITIES & SPACE

4.4 NEEDS AND ISSUES

1. Planning, provision and funding of community facilities
2. Utilisation of existing community facilities
3. Location of facilities
4. Access to affordable facilities
5. Cost of maintenance
6. Need for specific facilities
7. Land use planning

Community facilities adequate for organisations to staff their workers and run their services and programs were at the forefront of most engagement activities. Planning, provision and funding are all lagging resulting in the common phenomenon of “services and programs are run out of houses that aren’t properly zoned because funding doesn’t allow for capital” (Focus interview). There was a sentiment in the interviews that community facility planning at the moment was ad-hoc, opportunistic and insufficient rather than responding to priority need and there was often some confusion as to which government has responsibility for planning and providing community facilities.

Insufficient and inadequate facilities rated the fifth biggest threat for the sector in the online worker survey and as Section 4.8 will show, has impacts for recruiting staff.

There are a number of opportunities to improve the way facilities are being used or where they are located, as indicated below.

Figure 15: Existing Community Facility Features

Many people who participated in the project called for the need to utilise existing facilities better, through shared use and co-location.

The following points were also identified during the workshops, forum and surveys:

- Cheaper access to space such as community halls for non financial groups and organisations
• Co-location to reduce overheads
• The need for specific facilities such as crisis centres, homeless refuges, adult centres, child centres and community hubs
• High maintenance and operational costs of facilities
• Making better use of libraries as a place for people to meet and feel welcome
• Improving land use by developing spaces for passive and active recreation and making more land available for community use

### 4.4 OPPORTUNITIES

1. The community, community services sector and all levels of government establish a joint response which identifies and assesses the feasibility of various and innovative MODELS FOR FACILITY PLANNING, IMPLEMENTATION AND MANAGEMENT with a view to increasing the number and quality of facilities being used by service and program providers.

2. The community, community services sector and all levels of government establish a joint response to undertake a project which audits underutilised community facilities in the region with a view to better UTILISATION OF EXISTING FACILITIES.

3. All levels of government engage with and advocate for the community and sector on issues relating to COMMUNITY FACILITY PLANNING.

### 4.4 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 4.5 FUNDING & CONTRACTUAL ARRANGEMENTS

#### 4.5 NEEDS AND ISSUES

1. Access to funding
2. Adequacy of funding
3. Audit, standard and risk management requirements
4. Length of funding contract
5. Competitive tendering
6. Reliance on government funding
7. Lack of awareness of funding opportunities
8. Lack of collaboration with private sector
9. No incentive for collaborative response
10. Social Procurement
11. Corporate Social Responsibility
12. Social Enterprise

Inadequate funding for programs and services constantly emerged as a top need in the sector. In both the online worker survey and the organisation census, “lack of funding” was identified as the number one threat to the sector receiving over 89 comments, nearly three times more than any other.
In addition to there not being enough funding available, it was also noted that the funding that is provided is inadequate to cover costs such as:
- Reasonable rent and facilities
- Pay increases
- Time for strategic planning
- Other required capital needs
- Population growth and increasing demand with one census respondent noting that “population growth is outstripping services and infrastructure”.

One online worker survey respondent commented that there is a “lack of available funding to meet the needs of the community.”

During the focused interviews and organisation census it was reported that bureaucratic requirements had “reached overload” with audit, standard and reporting requirements becoming cumbersome and ineffectual. One survey respondent identified this as an opportunity, stating “make what matters count, not what can be counted matter”. On a number of occasions, it was reported that clients and workers have difficulty negotiating treatment pathways due to policy changes, funding changes, eligibility changes and service boundary areas. Micromanagement and overregulation was also identified as reducing workers ability to achieve positive social outcomes.

Identified at the workshops, forum and surveys were also the issues of:
- The length of contracts is currently too short
- Competitive tendering
- Reliance on government funding
- Lack of awareness of funding opportunities
- Lack of collaboration with private sector
- No incentive for collaborative responses

In the organisation census, respondent organisations were asked what additional income sources they access and, as the figure below shows, fees, donations and fundraising dominate the sources.

Many of those interviewed cited Brisbane City Council’s Social Procurement Policy as an opportunity for Moreton Bay Regional Council to pursue and suggested opportunities such as garden maintenance and building maintenance as ways the community could find employment and ways their organisations could create alternative income streams.
Employment programs within Council were identified during the interviews as another opportunity, with examples such as student placements, traineeship programs and programs for recent immigrants, the long term unemployed and other vulnerable groups to gain experience. These are specific examples of corporate social responsibility which can achieve social benefit. As well as Council opportunities, one focus group identified working with the private sector on projects to achieve social benefit as another important and under-utilised opportunity.

Many people engaged in this phase of the project understood and recognised the importance of social enterprise in not only creating financial sustainability in organisations, but in creating community benefits. Some social enterprises have already commenced in the region, including Biddy Bags and the PCYC café, however the social enterprise movement remains largely untapped in the Moreton Bay Region.

### 4.5 OPPORTUNITIES

1. The community services sector and all levels of government establish a joint response to identify, develop and build sector capacity to access ALTERNATIVE INCOME SOURCES.

2. In collaboration with the community services sector peak bodies and all levels of government ADVOCATE TO FUNDING BODIES:
   - The need for additional funds to cover costs currently not factored into delivery
   - The need for more flexible approaches
   - The need for appropriate and accountable, but not excessive, reporting requirements
   - The need to incentivise collaborative approaches.

3. In collaboration with the sector the community and all levels of government identify, develop and build sector capacity to PARTNER WITH THE PRIVATE SECTOR.

4. The community, community services sector and all levels of government establish a joint response to encourage government agencies and businesses in the region to adopt CORPORATE SOCIAL RESPONSIBILITY plans, including community responsive social procurement practices.

5. The community, community services sector and all levels of government establish a joint response to develop, encourage and support SOCIAL ENTERPRISES in the region.

6. The community services sector and all levels of government establish a joint response to identify, develop and build sector capacity in ORGANISATIONAL FINANCIAL MANAGEMENT.

### 4.5 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?
4.6 GOVERNANCE, MANAGEMENT & PLANNING

4.6 NEEDS AND ISSUES

1. Governance and management
2. “Head Office Syndrome” and middle management bureaucracy
3. Sustainability and efficiency of small organisations
4. Financial and management skills
5. Strategic planning

Governance and management issues were raised in each engagement activity.

During the workshops the disability sector identified “head office syndrome” as a barrier to their work while the youth service providers identified middle management “bureaucracy” as an issue. Head office syndrome was raised again in the online worker survey and organisation census where head offices were accused of “having little regional awareness and increased bureaucratic requirements”. In other comments there were concerns that mid-sized and small organisations would be at a disadvantage to larger ones.

During the focused interviews and focus groups, it was identified that governance and management are areas that smaller organisations in particular could have further understanding and knowledge of, so that they can ensure their sustainability and efficiency. It was mentioned that financial and management skills were often needed in these organisations.

The failure of some organisations to effectively strategically plan in order to address community need was identified in both the organisation census and worker survey. During one focused interview, the importance of strategic planning was discussed and it was suggested that, once again, smaller organisations in particular would benefit in learning more about the role of strategic planning for making organisations more responsive and sustainable. In the online worker survey, there were comments that identified the lack of a regional plan for the sector as a threat and the introduction of one as an opportunity for the sector.

Existing plan awareness within organisations, varied particularly from ground worker to management, as shown in Figure 17 below.

Figure 17: Key Documents Produced by Organisations

<table>
<thead>
<tr>
<th></th>
<th>Reported by Workers</th>
<th>Reported by Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Report</td>
<td>Not Recorded</td>
<td>90% Yes, 9% No</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td>78% Yes, 4% No, 16% Unsure/No Response</td>
<td>84% Yes, 16% No</td>
</tr>
<tr>
<td>Operational Plan</td>
<td>81% Yes, 6% No, 14% Unsure/No Response</td>
<td>87% Yes, 13% No</td>
</tr>
</tbody>
</table>

4.6 OPPORTUNITIES

1. In collaboration with the sector, develop/review a response to BUILD SECTOR CAPACITY in the following areas:
   - ORGANISATIONAL GOVERNANCE
   - ORGANISATIONAL MANAGEMENT
   - FINANCIAL MANAGEMENT
   - STRATEGIC PLANNING
4.6 THINK OUT LOUD
1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

4.7 RELATIONSHIPS, PARTNERSHIPS & COLLABORATIONS

4.7 NEEDS AND ISSUES
1. Partnerships and collaborations
2. More informal networking
3. Sector language
4. Partnering with government - processes and mechanisms
5. Consultation with sector and community
6. Relationships
7. Expectations
8. Possible pilots and collaborations

Increased partnerships and collaborations rated as the highest opportunity by workers and organisations in the survey, and in turn the lack of collaboration was rated the third largest threat to the sector in the online worker survey. One online worker survey participant identified “services working in isolation and not collaboratively” as being one of the primary threats to the sector while one census respondent identified “connecting the networks of sectors around common issues, such as access to affordable housing, environmental changes and development” as an opportunity.

In the census, organisations were asked their reasons for partnering with other organisations, which included:

Figure 18: Objective of Current Partnerships

One activity during the forum asked participants to identify the partnerships they were currently participating in. This activity made it obvious that the sector is participating in a variety of partnerships. Those identified ranged from formal partnerships with Memorandums of Understanding and Service Agreements through to
partnerships with universities, government, businesses through to community reference groups and workforce support partnerships. The purpose of these partnerships also varied, and included: developing collaborative responses, service delivery, research, community engagement, information sharing, events and advocacy.

While there is an abundance of partnership arrangements currently in place in the sector, there were a number of identified opportunities to improve and enhance the effectiveness of partnerships. The most common suggestions were:

- Recognition of importance of developing partnerships and making them a priority
- Allocation of time to development and maintenance of partnerships
- Creation of a directory of information on services in the region
- Coordination and collation of services and facilities
- Coordination of information
- Networking and identifying organisations with synergies
- Improving communication between all groups
- Place approach
- Utilise technology
- Build understanding and capacity around partnerships such as how to identify opportunities, manage partnerships, benefits and disadvantages of different types of partnerships, best practice examples

The most valued aspect of interagencies and the forum held as part of this project was the opportunity for informal networking. These opportunities as well as the recent Community Café held at Caboolture provide valued opportunities for workers to come together and share knowledge and practice. This was reiterated in a forum activity where more information sharing and network events was identified as an opportunity to use information and resources better.

One issue raised during the forum and which became increasingly apparent during the engagement process was the language used in the sector. Some participants feel strongly about using or not using particular words as part of their frameworks, for example using ‘person’ rather than ‘client’. Language is the key to communication and understanding and use of acronyms and some words can often alienate workers and clients.

Partnering with government was regularly discussed during the engagement activities with a focus on the process and mechanisms where the sector can provide input into government decisions and processes identified. It was suggested that new or existing forums be used for this as long as there were clear points for feeding information in and out.

There is some scepticism within the sector when it comes to partnering with government, with some reporting that government needs to be clear about its intent, direction and what they have to offer. It was once reported that government will only “play on their terms” which made partnering difficult.

Other identified issues and needs with government relationships include:
- Increased **consultation with sector and community** around service need and growth
- **Relationships** with Council and Council staff

As part of the census, organisations were asked to identify the top roles that the levels of government should be playing, the findings of which are presented below. This chart is of particular interest given that these are the sectors’ **expectations** of the roles that governments should be playing.

**Figure 20: Expected Roles of Local, State and Federal Government**

When asked about **possible pilots and collaborations**, many of the individuals consulted as part of this project believed the knowledge needed to appropriately identify projects that address community need exists in the community and community services sector. One respondent stated “when capacity is built using a place based approach then the community would be in a good position to identify what projects to undertake”.

In some cases, specific projects were included, such as:
- A&TSI Early Childhood Network
- Breakfast Clubs
- Disability Action Plans
- Mens Sheds and Community Gardens
- A Community Development Framework for the region
- Community Indicators

Similarly, at the forum, participants were asked to identify what community issues could be addressed with partnerships and the most popular responses included:
- General community issues such as housing, literacy, unemployment, health and wellbeing
- Innovative community design responses to community issues
- Advocacy for the community
- Community transport
- Early intervention strategies
- Collaborative funding submissions
- Training and employment projects

**Figure 21: Sticky Wall Open Forum 13 July 2011**
Full details of all of the identified opportunities are listed in Appendix 3: Engagement report.

### 4.7 OPPORTUNITIES

1. The community services sector and all levels of government establish a joint response to identify, develop and build capacity in IDENTIFYING AND ESTABLISHING EFFECTIVE PARTNERSHIPS to respond to social inclusion issues.

2. The community services sector and all levels of government use a place based approach to undertake community development projects, as prioritised through further sector engagement.

3. The community services sector and all levels of government establish a protocol to align their service planning and delivery with best practice engagement frameworks.

### 4.7 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?

### 4.8 WORKFORCE & DEVELOPMENT

#### 4.8 NEEDS AND ISSUES

1. Qualifications
2. Volunteers
3. Sector growth
4. Conditions
5. Wages
6. Ageing workforce
7. Training and professional development
8. Workload
9. Support and recognition
10. Recruitment and retention

The online workers survey, which received 134 responses, has provided a picture of the experience and conditions of community sector workers in the region, for example:

- Workers are more likely to be full time (63.43% of respondents) but there is a strong part time contingent (22.39%). A number of respondents indicated they were in management positions which may have influenced this result.
- A high proportion (70%), have permanent positions. Once again this may be influenced by the type of respondent.
- Of those that completed the survey, the majority (43) were managers, followed by support workers (34) and other service delivery workers (29).
- Apart from those with postgraduate qualifications, there are a small per cent at each required qualification level that did not hold the required qualification for their position.
- Just over two-thirds (70%) of workers live in the region which is higher than other workers and most get to work by car (85.82%) which is higher than other workers in the region. Travel to work times are less than 30 minutes for over two thirds (69%) of workers.
The organisation census, which had 102 responses revealed the following:

- Staff in Policy, Communications, Management and Social Worker positions were more likely to be permanent compared with Support Workers and Counsellors.
- The most heavy reliance on volunteers are in positions in Other Service Delivery, Support Work and Management (presumably because of board members) rather than Communications, Policy and Social Work.
- The number of positions filled outnumbered the number of positions vacated, indicating growth in the sector. The biggest increase of which has been support workers and aides which has also had the highest turnover.
- Top reported shortages are: Support Worker/Aides and Administration.

When asked about work conditions, respondents strongly agreed or agreed that they were satisfied with the following.

![Figure 22: Satisfaction Rates of Community Workers with Conditions](image)

When surveyed, organisations thought the following made attracting staff easier:

- Image of the Organisation/Sector (84.51%)
- Support (83.08%)
- Conditions (81.54%)

And the following made it harder:

- Salary (65.15%)
- Career path (56.90%)
- Hours (29.85%)

It is interesting to note the discrepancy between workers and organisations regarding hours.

At the forum, inadequate wages for community workers, was identified as the tied second most important issue or need in the sector and the community. This issue was discussed in the workshops and many believed this was the reason for the high turnover in positions.

The ageing community sector workforce was commented on as being a further challenge for maintaining positions.

Discussions around training and professional development varied, with some believing there was a variety of opportunities for staff with the only limitations being the cost and time required and the coordination of knowing when and where. Others commented that they were unsure that there was enough training being offered and whether it was relevant and affordable. The worker survey revealed that nearly two thirds
(61.2%) of workers agreed or strongly agreed that their organisations meet their professional development needs. The rate was 77.53% for organisations that completed the census.

When asked what professional development needs they had during the survey, responses were:
- Needed to be relevant and affordable
- Cultural awareness training
- IT training
- Financial management and administration training
- Drug and alcohol awareness
- Emerging trends, policies and research
- Information about resources
- Career pathway support
- External supervision and support
- Employer support

Some workshop participants felt that as workers they were not supported or valued and in the worker survey, lack of support and appreciation rated sixth in the list of threats to organisations.

**Worker retention and attrition** was identified as an issue in all activities. The worker survey revealed that just over half (58.21%) of respondents had less than 10 years’ experience in the sector with 40.3% with less than five years. Of particular interest is the fact that half (50.75%) of respondents had been in their current role for less than two years and another 28.36% had been in their current role between three and five years. There were three respondents who stated they had more than 30 years experience. When asked how long they planned to stay in their current position, nearly two thirds (61.94%) plan to move within five years. Interestingly, **worker shortages**, was identified by workers in the survey as the second biggest threat to the sector, after lack of funding. One online community worker survey respondent perceived “lack of qualified and experienced staff coupled with low salary” as being one of the biggest threats to the sector.

### 4.8 OPPORTUNITIES

1. In collaboration with the sector and peak bodies develop, responses for improving wages and addressing workforce planning issues.

### 4.8 THINK OUT LOUD

1. What other opportunities are available for collaborative response?
2. What specific project ideas do you have in pursuing these opportunities?
3. What are the priority opportunities for your organisation?
5. CONCLUSION & WAY FORWARD

This Needs and Opportunities Report has presented the consolidated findings from the engagement phase of the Community Services Sector Review Project. It has identified all community service organisations in and servicing the region as well as preliminary identification of gaps in service delivery. It has also collated the needs and opportunities available to the sector and the community by engaging with community service sector workers.

Through the many engagement activities undertaken as part of this project, the numerous strengths of the sector have been emphasised, such as its commitment to the wellbeing of the community and its ability to source effective partnerships. The engagement activities have also uncovered a number of opportunities for the stakeholders to be more responsive and inclusive in their approach.

From here, this report, and its accompanying feedback form (Appendix 5), will be distributed to the sector, to confirm that all opportunities, related project ideas and priority opportunities for the sector have been identified. Work will then be undertaken by government in partnership with the community services sector to assess the feasibility of the opportunities outlined in this report, with a view to strategically plan for the future.

The identification of needs and opportunities stage is the second stage of a long term vision that has been termed the Community Services Sector Review Project. The next stage will involve joint action planning that will align with the overall longer term vision developed through the background research and engagement phases, with a focus on meaningful positive outcomes. In achieving this long term vision, it is recognised that an approach that values collaboration, learning and information sharing is essential.