



DRAFT

REDFERN-WATERLOO

HUMAN SERVICES PLAN

October 2005

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EXECUTIVE SUMMARY

This Human Services Plan sets out a framework for improving access to health, education, employment and other essential human services in Redfern and Waterloo. It forms part of a wider Redfern-Waterloo Plan which is being prepared for the area covered by the operational area of the Redfern-Waterloo Authority (RWA).

The Redfern-Waterloo Plan will set out a comprehensive framework for revitalising Redfern and Waterloo, address urban planning and infrastructure issues which directly affect people's quality of life on a daily basis, and contain strategies to increase employment opportunities for local people.

This Human Services Plan is not intended to be a static plan – but one in which outcomes will be monitored and adapted over time in response to changing needs. It is closely based on key outcomes identified by people and organisations in Redfern and Waterloo through a series of community workshops, service cluster group meetings and discussion by the Human Services Advisory Committee. These key outcomes included:

- keeping families and children safe and supported through the early childhood and schooling years;
- improving the capacity of individuals to take advantage of employment opportunities;
- creating opportunities for young people to live better lives by helping them stay in school and increasing access to education, training and employment;
- reducing levels of anti-social and criminal behaviour;
- delivering quality, culturally appropriate, accountable and well-targeted services to the Aboriginal community;
- improving coordination, quality and reach of medical and mental health services;
- improving the quality of and accessibility to drug and alcohol rehabilitation services; and
- improving the capacity of services to meet the needs of vulnerable people, including people with mental health and other problems.

The Human Services Plan responds to these issues in two stages, or phases. Phase One of the Human Services Plan, which is the subject of this draft plan, addresses services primarily provided for:

- Children and families.
- Young people.
- Aboriginal people.

The actions in Phase One of the Human Services Plan will also benefit the aged, homeless people, people with disabilities and migrant communities. Planning for Phase Two of the Human Services Plan will commence by the end of the year and involve the development of further improvements to services for these groups.

The RWA will commence discussions with service providers and community members to identify Phase Two priorities and actions to improve service delivery before the end of 2005 for incorporation of initiatives into the Human Services Plan in 2006.

This plan, which addresses Phase One priorities, therefore has a focus on:

- strengthening antenatal support for parents and improving health and education services for children and young people;
- improving school retention and truancy rates, literacy and numeracy skill levels;
- making young people's recreation facilities more accessible during evenings, weekends and school holidays and improving these facilities;
- improving access to employment-related schooling, traineeships and apprenticeships, which are seen as very important bridges to improved wellbeing;
- improving the integration of services through common referral, assessment and coordinated case management processes; and
- co-location of organisations which provide like services to similar client groups into locality-based service delivery precincts.

As a first step, it is proposed to consolidate some services for families, children and young people by forming three services precincts. The proposed precincts will be located in:

- Redfern East – initially focusing on the Police and Community Youth Club (PCYC) on Phillip Street.
- Waterloo - focusing on the services currently provided by the South Sydney Youth Service at Waterloo Oval.
- Redfern West - focusing around the Redfern Community Centre in Hugo Street

The Alexandria Park Community School will also act as another hub for service delivery to young people and families.

As well as providing easier access for service users by creating single service points providing more services, the service delivery precincts will improve the overall integration and coordination of services.

The overriding objective of reforming the human services system in Redfern and Waterloo is to focus all service providers, government and non-government, on outcomes for clients.

For the Human Services Plan to succeed, a co-ordinated approach involving the three tiers of government is required. The RWA will facilitate the development of formal agreements with the Australian Government and the City of Sydney (CoS)

where joint action between governments is required to reduce duplication and improve integration of services and improve outcomes.

At present, more than 100 government and non-government human services organisations deliver over 190 services to the Redfern-Waterloo community. The New South Wales Government alone spends almost \$10 million per annum providing services through non-government organisations. The capacity of some of these services to respond to the cultural diversity in Redfern and Waterloo is limited. Some non-government services, in particular smaller organisations, are facing real challenges maintaining good governance.

This Human Services Plan also contains strategies to strengthen the governance and day-to-day management of non-government service providers. Steps to achieve this include:

- joint service planning;
- sharing of administrative resources;
- common reporting, monitoring and evaluation arrangements;
- physical and virtual co-location of services using modern communication technologies and out-sourcing arrangements;
- training and professional development of staff; and
- improving facilities.

INTRODUCTION

Redfern and Waterloo: Strengths

Redfern and Waterloo are home to one of Sydney's most culturally, ethnically and economically diverse communities. This diversity is unique in Sydney given the area's small geography and concentration.

The area is also the traditional home of the Gadigal Clan of the Eora Nation. Aboriginal people continue to have a long association with the area and contribute to the area's strong sense of identity. The area also has an iconic status among Aboriginal people Australia-wide. Aboriginal medical, legal and other organisations established in Redfern in the 1970s were used as models for the development of similar organisations elsewhere in Australia. There is also significant Aboriginal cultural heritage and land ownership in the area.

Other groups, including the residents of the Waterloo and Redfern public housing estates, add to the area's character and vibrancy. More than 40 per cent of these residents have a non-English speaking background. Most of these are elderly Russian, Chinese, Vietnamese, Arabic, Spanish or Greek speaking women. There are also a significant number of young families.

In recent years the Redfern-Waterloo area has attracted a growing number of new residents, many of them professionals with young families. The area's excellent transport links, its charm, diversity and proximity to Sydney's central business district are the main draw cards.

Why reform human services?

Redfern and Waterloo have a high concentration of social disadvantage and, in the affluence of a city like Sydney, have a disproportionate share of negative social indicators.

Some statistics:

- 28 per cent of Redfern's population and 56 per cent of Waterloo's population have incomes of less than \$400 per week;
- 23 per cent of Redfern's dwellings are Department of Housing homes - that figure is 73 per cent for Waterloo;
- Almost 60 per cent of Waterloo's residents are not in the labour force; and
- 46 per cent of households with children under 15 in Waterloo have a single parent at its head.¹

In 2004, the NSW Government undertook to strengthen the human services system in Redfern and Waterloo. This decision was taken in response to a review conducted by Morgan Disney and Associates, which concluded that services in the area are poorly coordinated and integrated and could offer better value for money.

¹ Australian Bureau of Statistics – Census 2001.

In some instances there are also administrative inefficiencies, governance is poor and there is service duplication.²

The review recommended a number of actions to reform the human services delivery system in Redfern and Waterloo. This Human Services Plan uses the review's recommendations as one of a number of reference points for reforming human services. The reform process will be driven by the Redfern-Waterloo Authority, through negotiation and adherence to government direction, community input and deliverable timeframes.

The overall objective is to develop an improved service delivery culture supported by a framework for joint activity by government, non-government services and other stakeholders. This should produce a more integrated and effective human service system that focuses on delivering positive outcomes. Clients should then be able to access services more easily and the need to negotiate an unnecessarily complex service system should be reduced. This will be achieved through improved service coordination and standards.

The process of reforming human services in Redfern and Waterloo and implementing the actions outlined in this Human Services Plan will commence following a period of public consultation. Following public consultation, a draft Human Services Plan will be considered by the NSW Government prior to release of a final Redfern-Waterloo Human Services Plan.

It is envisaged that reform of the youth services sector will be completed by mid-2006 (see Appendix I: Youth Precincts Implementation). Negotiation for reforming the delivery of other services provided by the NSW Government and non-government organisations will commence by the end of the year and be implemented in stages over the next three years.

Services for Aboriginal people

As part of the development of this Human Services Plan, NSW Government agencies will work with Aboriginal and other service providers to ensure the strategies and actions in this plan deliver positive outcomes for the Aboriginal community.

NSW Government agencies and non-government organisations will also be required to provide services in a culturally appropriate manner and in ways which are relevant to the needs of the Aboriginal community.

This plan also creates opportunities for the Aboriginal community to find ways forward and for Elders to pass on heritage to children and young people in a positive way. Where appropriate, actions in this plan will also be linked to *Two Ways Together*, the NSW Government's Aboriginal Affairs Plan 2003-2012.

Two Ways Together provides a framework for whole of government service delivery to Aboriginal people in NSW. It advocates the development of partnerships with

² Morgan Disney & Associates Pty Ltd – *Making Connections: Better Services, Stronger Community. Report on the Review of the Human Services System in Redfern and Waterloo.* August 2004.

Aboriginal people, organisations and communities to better understand community needs and provide appropriate services that will improve Aboriginal peoples' lives. Improving the capacity of government and community organisations to meet community needs, including increasing the employment of Aboriginal people and improving cultural awareness across government, is a key component of *Two Ways Together*.

HUMAN SERVICES PLAN – PHASE ONE PRIORITIES

Community and service provider involvement

The Minister for Redfern-Waterloo established an interim Human Services Advisory Committee (HSAC) to advise on the development of a Human Services Plan for Redfern-Waterloo. HSAC comprises representatives of the non-government service sector, community members and government human services agencies. The Advisory Committee steered the early development of the Human Services Plan.

The work undertaken by HSAC aimed to develop a holistic approach for the area. Reforming human services alone, however, would not improve the quality of life of the people of Redfern-Waterloo. Broader community development is required to achieve this goal.

Improving work readiness, increasing organisational capacity, developing community leadership and generating community cohesion through events and group activities, are some of the other elements in this Human Services Plan that will assist community development. In time these actions will enable a shift away from service and welfare dependence to greater resilience for some individuals and the community at large.

To commence the planning process, HSAC convened two community workshops. These aimed to identify human service outcomes for Redfern-Waterloo and develop draft quality of life indicators which would form the basis for ongoing evaluation of the Human Services Plan. Outcomes identified through the community consultations were:

1. Supported and self sustaining families and individuals who feel safe and engaged in the community.
2. A diverse resilient community that is positive and actively participating.
3. An effective and efficient service system that is responsive to and accountable for measurable community outcomes.

The HSAC also established clusters of local service providers in youth services, services for Aboriginal people, family and children's services, and health services.

The cluster workgroups, involving government agencies, non-government service providers and members of the community, identified actions which they felt would address shortcomings in the human services system.

The interim HSAC was subsequently replaced in August 2005 by a Ministerial Advisory Committee for Human Services.

Setting priorities

Based on the work of the cluster groups, HSAC identified actions for inclusion in the Human Services Plan. A Chief Executive Officers Steering Committee and an

Implementation Senior Officers Group (ISOG) then identified ten key result areas for implementation as Phase One of the Human Services Plan.

The resulting ten priorities and their related strategies and actions are shown in Table 1. The ten priorities capture the spirit and concerns of issues raised by the community, HSAC and the four services cluster groups. They have also been identified for inclusion on the basis that they will deliver a more effective, integrated and coordinated human services system in Redfern and Waterloo.

Table 1

HUMAN SERVICES PLAN - PHASE ONE PRIORITIES	
1.	Improve the health and wellbeing of children.
2.	Lift local school numeracy and literacy levels to at least the State average.
3.	Lift local school attendance and retention rates to at least the State average.
4.	Improve support for vulnerable people.
5.	Reduce the incidence of family violence.
6.	Increase the participation and involvement of young people in the community.
7.	Increase numbers of young people accessing employment and training opportunities.
8.	Reduce drug and alcohol misuse.
9.	Reduce offending and recidivism.
10.	Build community capacity.

PRIORITY 1

IMPROVE THE HEALTH AND WELLBEING OF CHILDREN

Issue

Health data for Redfern-Waterloo indicates substantially poorer health status for at risk groups such as Aboriginal children and children born to substance-using mothers. Babies of Aboriginal mothers are twice as likely to be of low birth weight, a key lifetime predictor of poor health outcomes. Also, there are low levels of engagement of children into formal children's services in Redfern-Waterloo.

Strategy

Improve coordination of services which help the transition from antenatal to postnatal care (particularly for at risk women and young mothers) and improve overall support for families with children aged 0–5 years.

Rationale

There is mounting evidence that interventions targeted at the first three years of life improve overall lifetime health outcomes for families and children.

Better outcomes for children, families and the broad community can be achieved through a comprehensive, coordinated, service systems response. Improved links between early childhood nursing services and the broader service network, especially those which provide support and early intervention to vulnerable women and babies is also required. Particularly important to developing such links are:

- home visiting for new mothers;
- using schools as community centres;
- supported playgroups and measures aimed at improving school readiness; and
- high quality early childhood supports.

Bringing parents together in informal settings which encourage them to exchange ideas on parenting skills is also important. These settings also provide an opportunity to develop peer support networks and links to local playgroups, childcare services and schools and to introduce parents to parenting experts.

Actions

- Improve information to women about the importance of antenatal care and encourage their attendance at antenatal services early in pregnancy, with a particular focus on:
 - engaging Aboriginal parents;
 - providing antenatal health education at the community health facility in Redfern; and
 - improving antenatal shared care links with the Aboriginal Medical Service, Redfern. (*Lead Agency: NSW Health, Supporting Agency: NGOs*)
- Implement the NSW Families First and Aboriginal Child, Youth and Family strategies within Redfern/Waterloo and provide:
 - improved access to antenatal and sustained home visiting to vulnerable families;
 - supported playgroups; and
 - build on the existing interagency network established via the *CONNECT*

Redfern initiative (Lead Agency: South East Sydney Families First Senior Officers Group (SESSOG), Supporting Agencies: DET/DoCS/NGOs)

- Facilitate access to 100 additional affordable child care places in partnership with the private sector for children living in Redfern–Waterloo by:
 - providing Early Childhood Learning Scholarships for local children living in low income households; and
 - identifying suitable locations for increasing availability of child care in the area through joint venture management. *(Lead Agency: RWA, Supporting Agencies: City of Sydney, Australian Govt, private sector/NGOs)*
- Enhance services that provide support for parents with babies and young children from 0-5 years by improving:
 - access to culturally appropriate childcare services through strengthening the capacity of the existing Aboriginal childcare services system;
 - integration of early childhood and family support services by placement of family resource workers within childcare centres; and
 - coordination of playgroups and diversification of the range of activities they provide. *(Lead Agency: DoCS, Supporting Agency: NGOs)*

PRIORITY 2

LIFT LOCAL SCHOOL NUMERACY AND LITERACY LEVELS TO AT LEAST THE STATE AVERAGE

Issue

Community-based intervention to promote reading and language based activities within the family unit aid in the promotion of educational building blocks that facilitate future literacy success.

Strategy

Enhance the environments that contribute to the development of early literacy and numeracy and strengthen transition programs for pre-school aged children into school. This can be achieved by strengthening early intervention programs including Aboriginal community involvement in schools, focused inter-agency transition to schools programs, including Schools as Community Centres and other prior to school opportunities.

Rationale

The home environment is fast becoming recognised as critically important in promoting literacy activities (Centre for Community Child Health, 2004). Early literacy is best instigated in the home by parents and care givers. It is vital to engage with children at an early age to set the foundations for their language based communication and learning. There is clear evidence that there is a link between the development of spoken language and the subsequent development of literacy.

Research suggests that children who make a smooth transition and experience early school success tend to maintain higher levels of social competence and academic achievement³. Effective transition programs in which all stakeholders make adjustments have the potential to help children and their parents feel comfortable, valued and successful in school and hence avoid negative outcomes⁴. Recent studies have found that children from disadvantaged backgrounds tend to be less ready for school. The cost of beginning school significantly behind one's peers is substantial and a deficit from which children may never recover⁵.

In addition, the *Review of Aboriginal Education* (DET 2004) concluded that Aboriginal students have lower levels of academic achievement than non-Aboriginal students. For example, Year 3 Basic Skills Tests results for Aboriginal children are approximately five marks lower than for non-Aboriginal students in literacy and by Year 5 this gap has not closed. Numeracy outcomes are similar. Rates of absenteeism and suspensions are also higher for Aboriginal students.

Actions

- Develop specific transition to school program guidelines and requirements for all childcare services within Redfern and Waterloo in order to improve school readiness (*Lead Agency: DET through Families First, Supporting Agencies: DoCS/NGOs*)
- Using existing early childhood networks, increase knowledge of and improve access to transition-to-school initiatives targeting:
 - children not participating in local childcare or supported play groups;
 - recent arrivals to the area with no previous use of childcare; and
 - older pre-schoolers. (*Lead Agency: DET, Supporting Agencies: DoCS/NGOs*)
- Improve early childhood learning among Aboriginal children through culturally-appropriate models, including the Home Instruction for Parents of Pre-School Youngsters (HIPPY) program, to Redfern – Waterloo. (*Lead Agency: DAA, Supporting Agencies: DoCS/FACS/DET/NGOs*)
- Develop a coordinated communications strategy targeting parents to increase children's participation in childcare, supported playgroups and preschools.

³ (Alexander & Entwisle 1996; Pianta, Rim-Kaufman & Cox 1999; Luster & McAdoo 1996; Shepard & Smith 1988 cited in Dockett & Perry 2003)

⁴ (Dockett & Perry 2003)

⁵ (Stipek & Ryan 1997)

Initiatives may include information kiosks in public places and distribution of printed materials. (*Lead Agency: DET, Supporting Agencies: DoCS/NGOs*)

- Conduct workshops with young parents through the Schools as Community Centres program to develop their Literacy teaching skills and their capacity to give in-home education to pre-schoolers using everyday household items. (*Lead Agencies: DET/NGOs*)
- Establish a Tutorial Centre in partnership with the Exodus Foundation to improve literacy among disadvantaged children, and support other specialised literacy intervention programs (eg Reading Recovery, Early Literacy) which help students who are behind in reading and related skills make significant gains in reading accuracy, word recognition, spelling and reading fluency. (*Lead Agency: DET, Supporting Agencies: NGOs, Private Sector*)
- Encourage partnerships with the private sector, parents and service providers to foster literacy and numeracy programs. (*Lead Agency: RWA, Supporting Agencies: DET/Private sector/NGOs*)

PRIORITY 3

LIFT LOCAL SCHOOL ATTENDANCE AND RETENTION RATES TO AT LEAST THE STATE AVERAGE

Issue

Absenteeism and suspension impact on student performance, resulting in knowledge gaps which have a negative effect on general achievement and lifelong social and economic success.

Strategy

Enhance services provided for children and young people at risk of poor attendance and suspension.

Rationale

Research evidence links attendance with academic success⁶. Children and young people who feel connected to their family, other adults, their school and to their communities are also more resilient and more likely to transition successfully from adolescence to adulthood.

This is supported by the National Longitudinal Study of Adolescent Health⁷ which highlights the relationship between a strong sense of connectedness to parents,

⁶ (Bourke et al 2000)

⁷ (Resnick et al 1997)

family, school, community, institutions and adults outside the family as a means of developing and enhancing academic and social competence. Involvement in extra curricular activities that create multiple friendship networks also provide young people with opportunities for participation and contribution.

Actions

- Schools will implement comprehensive student programs including:
 - student leadership and related initiatives;
 - increasing family involvement in schools;
 - establishing better links and information sharing with local youth services;
 - introducing family conferencing as an integral part service delivery in Redfern and Waterloo, with a particular focus on Aboriginal families; and
 - enhancing use of alternatives such as in-school suspensions and use of experienced mentors. *(Lead Agency: DET, Supporting Agency: DoCs)*
- Establish a Transport Taskforce comprising government and non-government agencies charged with improving transport services for students attending schools in Redfern and Waterloo. *(Lead Agency: DET, Supporting Agencies: RWA/NGOs)*
- Develop and implement a coordinated approach to attendance and student engagement targeting at-risk students using school and regional resources including Aboriginal Student Liaison (ASLO) and Home School Liaison Officers (HSLO). *(Lead Agency: DET)*
- Address school absenteeism by undertaking joint operations to address absenteeism by targeting specific age groups and responding with preventative measures. *(Lead Agency: DET, Supporting Agencies: DoCS, NSW Police)*
- Explore the inclusion of schools in Redfern-Waterloo in Phase Two of the Schools in Partnership initiative, which provides greater resources and gives parents and local communities a greater role in determining how these schools operate. *(Lead Agency: DET)*

PRIORITY 4

IMPROVE SUPPORT FOR VULNERABLE PEOPLE

Issue

Redfern and Waterloo rate poorly on most social indicators. A significant proportion of the population are affected by a mental illness or disability. Rates of psychiatric hospital admissions and disability income support are high. There is a need for a better coordinated and more strategic approach that emphasises prevention and early intervention.

Strategy

Provide coordinated early intervention services for at risk families and children.

Rationale

Over a number of years, the human services system in Redfern-Waterloo has evolved into a mainly reactive model. Put simply, the focus has been on providing services which respond to an immediate crisis, rather than on prevention.

A growing body of research shows that early intervention services reinforce family relationships, increase resilience⁸, promote healthy child development, assist in preventing child abuse and neglect, and also break intergenerational cycles of disadvantage.

Actions

- Improve capacity for earlier identification and support for children with disabilities by improving links between assessment processes and early childhood groups. *(Lead Agency: DADHC, Supporting Agencies: NSW Health/NGOs)*
- Develop protocols which strengthen organisations' capacity to respond to the needs of the Aboriginal community in relation to death, loss and issues affecting the Stolen Generation. *(Lead Agency: DAA, Supporting Agency: NGOs)*
- Establish a DoCS Early Intervention Team within Eastern Sydney Community Services Centre to support improved access and co-ordination for families in need of assistance and improved case management. *(Lead Agency: DoCS, Supporting Agency: NGOs)*
- Improve coordination of access to counselling services through better outreach to clients in convenient locations. *(Lead Agency: RWA/DoCS, Supporting Agencies: NSW Health/NGOs)*

⁸ Resilience is a summary term used to refer to a range of characteristics including social competence; problem solving skills, autonomy and a sense of purpose and future.

- Develop protocols and systems to improve the transfer of information between agencies and ensure the consistent delivery of services for people moving between regions. *(Lead Agencies: DoCS/RWA)*
- Implement a joint service agency case coordination framework for Redfern and Waterloo to coordinate service responses tailored to the specific needs of high-risk families and children who have complex needs. *(Lead Agency: DoCS, Supporting Agencies: RWA/ NSW Health/NGOs)*

Issue

Collaboration between drug and alcohol services and mental health services needs to be improved as a model for dual diagnosis which also promotes good health and enhances social participation.

Strategy

Integrate drug, alcohol and mental health treatment programs and link with training and employment opportunities.

Rationale

Current public mental health models give priority access to people with more serious forms of mental illness. Additional resources for community-based mental health services and other forms of intervention and support which prevent people becoming socially isolated are required.

Actions

- Provide housing and support packages for clients with mental health problems whose tenancies are at risk. These will be provided through the Housing and Accommodation Support Initiative (HASI). The packages would include – regular home visits to support public housing tenants with treatment programs. *(Lead Agency DoH, Supporting Agencies: NSW Health/NGOs)*
- Ensure Joint Guarantee of Service (JGOS) responses to people with mental health problems living in or prior to allocation of public housing. *(Lead Agency: DoH, Supporting Agencies: NSW Health/NGOs)*
- Improve integration of drug health and mental health treatment programs by reviewing assessment and referral procedures, increasing use of case coordination and training of staff who work with clients with a dual diagnosis *(Lead Agency: NSW Health, Supporting Agency: NGOs)*
- Strengthen linked rehabilitation programs for clients with dual diagnosis through agency agreements. *(Lead Agency: NSW Health)*
- Provide improved workforce training and employability skills for people with mental health problems. *(Lead Agency: TAFE NSW, Supporting Agencies: NSW Health/NGOs)*

PRIORITY 5

REDUCE THE INCIDENCE OF FAMILY VIOLENCE

Issue

Levels of family violence in Redfern-Waterloo are among the highest in south-east Sydney.

Strategy

Strengthen community based anti-violence education and prevention initiatives which respond to local needs and are delivered in a culturally appropriate manner.

Rationale

The impact of family violence on the well being of children, families and the wider community is well documented. Of 19 south-eastern Sydney suburbs with a higher than average rate of Apprehended Violence Orders taken out per 100,000 people, the postcodes of Waterloo (1,192.3), Sydney City (826.9), and Redfern (678.5) had the highest in 2001⁹.

Research also indicates that women experience particular disadvantage through cultural and family obligations and ties, significantly less enthusiasm for a criminal justice approach to the problem¹⁰, intergenerational trauma and entrenched poverty. Family violence against women is often interwoven with drug and alcohol addictions, child sexual assault and loss of custody of children.

Actions

- Establish a Redfern-Waterloo Family Violence Taskforce to immediately implement:
 - the *Blackout Violence* program as a key violence prevention program, through increased resources for production of information and awareness kits and ensuring adequate staffing;
 - anti-violence programs in school-based and local services targeted at men and boys to assist them to identify strategies for building prevention into their behaviour; and
 - access to crisis and alternative accommodation for families affected by domestic and family violence. (Lead Agency: RWA, Supporting Agencies: DoCS/AGD/ NSW Police/DET)

⁹ DoCS SESN Profile August 2004

¹⁰ Crisis Intervention in Aboriginal Family Violence (Blagg 2000:3)

- The Redfern-Waterloo Family Violence Taskforce will also investigate options for:
 - a coordinated Redfern-Waterloo Family Violence Response;
 - meeting the needs of children and young people in need of support and assistance after hours; and
 - coordination of dedicated professional counselling and outreach services (government and NGO) skilled in dealing with anger management and family breakdown at an early stage. (*Lead Agency: RWA, Supporting Agencies: AGD/DoCS/NSW Police/NSW Health/DET*)
- Provide four Aboriginal Community Liaison Officers (ACLOs) at Redfern Police Station with specialised training in family violence. (*Lead Agency: NSW Police, Supporting Agency: AGD*)
- Improve the capacity of police, police community liaison officers and staff in other key agencies to respond to family violence by developing joint agency awareness training. (*Lead Agency: DoCS - VAW initiative/NSW Police, Supporting Agency: NGOs*)

PRIORITY 6

INCREASE PARTICIPATION AND INVOLVEMENT OF YOUNG PEOPLE IN THE COMMUNITY

Issue

In Redfern and Waterloo, young people's ability to participate in community life is often limited by poor coordination and cooperation among Government and non-government youth service providers. Services do not cater to the broad range of needs of the majority of young people in the area.

Strategy

Consolidate and coordinate services for young people and children, including after hours activities programs.

Rationale

The provision of relevant and supportive youth services helps young people strengthen their links to family and community by providing access to sporting, cultural, educational, employment and other opportunities. Creating service hubs or youth precincts is an ideal way to integrate services to clients.

Actions

- Establish three service delivery precincts for the delivery of services to young people. The service providers located in the three precincts will:

- provide positive experiences through youth and business mentoring programs;
 - develop annual strategic plans outlining integration, collaboration and program development initiatives;
 - develop co-ordinated activities calendars;
 - provide recreation and sports programs which include a range of indoor and outdoor activities on Friday nights, Saturdays and Sundays and in school holidays;
 - create a coordinated access point to therapeutic, general and mental health services for young people;
 - coordinate and promote local after-school care and vacation care programs;
 - provide age and gender specific activities;
 - initiate a community information program which informs the local community about services available at the new youth precincts;
 - develop ongoing consultation strategies with young people on the development and adequacy of youth services;
 - strengthen assertive outreach programs, operating over the three precincts and in cooperation with other human services organisations;
 - promote positive relationships with Police; and
 - provide multiple access points for programs. (*Lead Agencies: RWA/NGOs*)
- The youth precincts will strengthen coordination of sports, recreational and related activities provided by government agencies and non-government organisations to improve young people's access to sport, sports facilities and related activities by:
 - providing art, dancing, music and cultural activities; sporting and social activities including surfing, camps, outings and workshops in the precincts; and
 - developing agreements with local sporting organisations and the City of Sydney to improve access to amenities with appropriate and affordable insurance arrangements. (*Lead Agency: RWA, Supporting Agencies: DSRT/City of Sydney/NGOs*)

Issue

Opportunities for young people to develop skills that strengthen their participation in decision-making and involvement in the broader community are very limited.

Strategy

Increase opportunities for young people to develop communication and leadership skills that strengthen the voice of young people in decision making.

Rationale

Young people who feel connected to their family, other adults, school and their communities, will be more resilient and are more likely to transition successfully from adolescence to adulthood.

Actions

- Diversify local mentoring programs for young people to include:
 - the Plan-it-Youth mentoring program; and *(Lead Agency: DET)*
 - a NSW Police youth mentoring program. *(Lead Agency: NSW Police, Supporting Agency: RWA)*
- Increase access to mentor-focused cultural activities for Aboriginal young people including:
 - fishing clinics;
 - art, dance and music programs. *(Lead Agency: RWA/NGOs)*
- Establish partnerships with NGOs to deliver the following in Redfern-Waterloo:
 - young leaders' programs based on existing best-practice models.
 - joint training and resources for young people to participate in committees and decision-making processes. *(Lead Agency: RWA, Supporting Agency: NGOs)*
- Enter into formal agreements with the Australian Government and the City of Sydney to:
 - coordinate, mentor and jointly promote the nomination of local young candidates to other local, regional, state and federal youth advisory and decision making bodies;
 - improve the integration of government-funded employment, education, training and youth services; and
 - ensure young people from Redfern and Waterloo are adequately represented on the City of Sydney Youth Council. *(Lead Agency: RWA, Supporting Agency: NGOs)*

Issue

Lower socioeconomic levels, family instability and high levels of substance abuse in the area contribute to a need for greater integration of health services for young people.

Strategy

Integrate and coordinate government and non-government health services for local young people.

Rationale

Good health is a determining factor in young peoples' resilience. It increases the likelihood of successful transition from adolescence to adulthood.

Actions

- Integrate government and non-government general and mental health services in the area by coordinating prevention and early intervention programs for young people. *(Lead Agency: NSW Health, Supporting Agencies: RWA/NGOs)*
- Improve access to sexual health services for young men and women by enhancing current advisory and crisis counselling services and establishing clear protocols and procedures for client referrals and ongoing case management. *(Lead Agency: NSW Health, Supporting Agencies: RWA/NGOs)*
- Improve support for young patients on discharge from hospitals by improving protocols used by local hospitals to refer young people to local support services. *(Lead Agency: NSW Health, Supporting Agency: NGOs)*
- Improve the capacity of local GPs and other health professionals to work with young patients and link them to local youth support services. *(Lead Agency: NSW Health)*

PRIORITY 7

INCREASE NUMBERS OF YOUNG PEOPLE ACCESSING EMPLOYMENT AND TRAINING OPPORTUNITIES

Issue

Both Redfern and Waterloo are places of relatively high unemployment and low labour force participation. There are approximately 20,000 jobs in the Redfern-Waterloo area, which is double the estimated resident workforce. The issue of unemployment is therefore not one of a lack of work opportunities in the local area

or in the nearby CBD but, rather job seekers not having the skills to secure and maintain jobs. Training opportunities for young people are also limited.

Strategy

Improve school to employment transition by enhancing links to vocational training and employment.

Rationale

The education and employment training systems play a key role in preparing young people for employment. A priority for the Human Services Plan is to ensure that local people have access to work opportunity as the area is redeveloped in line with the Redfern-Waterloo Plan.

Vocational learning is appropriate for all years of schooling and includes general employability skills, enterprise education, career education, community and work based learning.

Vocational learning should provide basic skills and knowledge relevant to a range of workplace settings. There should also be a strong focus on commencing pathways to employment and further vocational programs. Assisting students to set goals that lead to future employment and providing employment experiences is also important.

Actions

- Ensure local schools provide students in years 9, 10, 11 and 12 with:
 - school to work plans;
 - personalised work portfolios;
 - advice about opportunities and resources required to acquire essential employment prerequisites (eg drivers' licences, tools and interview clothes);
 - community-based work experiences;
 - regular career events and ongoing monitoring of individual school to work plans. *(Lead Agency: DET)*
- Increase use of school-based and TAFE flexible learning pathways programs such as Enterprise Education, Links to Learning, School to Work, (TAFE-delivered Vocational Education and Training (TVET) and CityEast to deliver improvements in:
 - availability of locally-based pre-vocational education and training courses;
 - part-time school-based apprenticeships and traineeships, linked to local employment;
 - availability of practical independent living skills courses delivered through schools and local services;

- partnerships between local schools, Job Network and industry;
- strategies to engage young people, particularly young mothers, who are disconnected from mainstream education and training. *(Lead Agency: TAFE NSW/DET, Supporting Agency: NGOs)*
- Ensure the delivery of human services supports the Redfern-Waterloo Authority Aboriginal Employment Strategy which includes:
 - establishing an Indigenous Enterprise Centre at the Redfern-Waterloo Authority;
 - opening a Training Centre in conjunction with TAFE at North Eveleigh focusing on the construction, hospitality and transport industries;
 - streamlining recruitment training and employment pathways for employers based on the co-ordination of services in the following areas; recruitment, training, apprenticeships, group employment, mentoring;
 - targeted academic support programs which include tutoring, child care support, computer equipment scholarship, industry based work experience, academic mentoring, specialised home work support system, secondary summer school and careers days; and
 - the young business enterprise development project to be offered at the Alexandria Park Community School. *(Lead Agencies: RWA/DET/NGOs)*

PRIORITY 8

REDUCE DRUG AND ALCOHOL MISUSE

Issue

Drug and alcohol use and misuse impacts on the health of individuals, the wellbeing of their families and the health and safety of the broader community in Redfern-Waterloo, which has a high level of public drug activity.

Strategy

Develop and deliver health promotion and health education programs focusing on legal and illegal drugs.

Rationale

As the health status of people in Redfern and Waterloo is poor and health risk factors prevalent, it is important to provide both public health approaches as well as treatment services for this population. There is a need for a greater focus on prevention and early intervention, particularly with young people, to reduce the cycle

of poverty and poor health, and to promote healthy lifestyles, including reduced uptake of substance use.

In most of Waterloo and much of Redfern, rates of infectious diseases, mental illness, tobacco, alcohol and illicit drug use, domestic violence and sexual assault are at levels which are among the highest in NSW. Some of these health problems are especially prevalent among Aboriginal residents, although it is also important to recognise that they are not confined to that population.

Existing strategies which address the supply and demand for illegal drugs need to be underpinned by effective preventative measures for the local area which tackle some of the underlying causes of drug and alcohol use and abuse.

Actions

- Coordinate the planning, implementation and evaluation of a drug and alcohol health promotion campaign with local government and non-government agencies. (*Lead Agency: NSW Health, Supporting Agencies: City of Sydney/NGOs*)
- Develop and implement effective community-based drug action strategies through the Redfern-Waterloo Drug and Alcohol Taskforce. (*Lead Agency: RWA/NSW Health, Supporting Agencies: City of Sydney/NGOs*)
- Deliver culturally appropriate drug and alcohol education programs to young Aboriginal people in schools through Aboriginal leaders. (*Lead Agency: DET, Supporting Agencies: NSW Health/DAA/NGOs*)

Issue

Aboriginal people using drug health services also have a range of other complex health needs. These are linked to their generally poor health and the pervasiveness of mental distress and substance use often associated with continual loss and grief within the community.

Strategy

Improve access to culturally appropriate drug treatment, detoxification and rehabilitation programs.

Rationale

The availability of appropriate detoxification and rehabilitation services will increase access to treatment for Aboriginal people with alcohol and other drug dependence.

Actions

- Government and non-government detoxification and rehabilitation agencies servicing the population of Redfern and Waterloo will:
 - identify priority target group(s);
 - develop inter-agency discharge planning to provide follow-up and support when people return to the community; and
 - incorporate holistic healing and other culturally appropriate approaches to complement clinical programs. (*Lead Agency: NSW Health, Supporting Agencies: ICC/NGOs*)

Issue

Redfern experiences a range of complex health issues, most of which are preventable. These include Hepatitis C and HIV, drug health and mental health concerns, antenatal care, behavioural and learning problems and lack of appropriate and accessible health care.

Strategy

Establish an accessible community health facility delivering primary health services which complements existing health services in the area.

Rationale

A community health facility which provides a holistic approach to basic healthcare has been proposed by the NSW Government, in line with key recommendations of the NSW Upper House Inquiry into Redfern and Waterloo.

Actions

- Establishing a community health facility will involve the following:
 - consultation with the community on the location and role of a new community health facility which complements and is coordinated with other local health services; (*Lead Agency: NSW Health*)
 - development of agreements with other government and non-government health service providers on joint service provision for clients attending the Community Health Facility. (*Lead Agency: NSW Health*)
- Support at risk women with children after discharge from hospital by developing appropriate case management protocols and transition procedures. (*Lead Agency: NSW Health*)
- Improve referral processes and supports for substance-using pregnant women and post-natal drug health services after child-birth. (*Lead Agency: NSW Health*)

PRIORITY 9

REDUCE OFFENDING AND RECIDIVISM

Issue

The reported rates of crime in Redfern and Waterloo are higher than those in NSW generally. The probability of a person from Redfern or Waterloo making more than one court appearance is also much higher than the average for NSW.¹¹

Strategy

Increase community safety by preventing crime and reducing anti-social behaviour.

Rationale

High visibility policing involves the tasking and deployment of police to increase the visible presence of police within the community, to reduce crime and raise levels of public awareness, to engender public confidence and reduce the perception and fear of crime.

Preventing re-offending must be a key part of any strategy aimed at reducing crime and other anti-social behaviour. Evidence clearly indicates that programs which strengthen personal and cultural identity and resilience reduce the likelihood of young offenders remaining involved in crime as adults.

Circle Sentencing and other strategies have a positive impact in reducing the likelihood that young Aboriginal men who come into contact with the criminal justice system will end up as inmates in correctional facilities.

Actions

- Investigate the application of Circle Sentencing and Community Justice Groups in Redfern-Waterloo. (*Lead Agency: AGD, Supporting Agency: DAA*)
- Make increased use of Youth Justice Conferencing for offenders and victims. (*Lead Agencies: AGD/NSW Police, Supporting Agency: DJJ*)
- Ensure coordinated institutional and community support for people returning to the community from adult and juvenile correctional facilities. (*Lead Agency: DCS, DJJ, Supporting Agencies: DoCs/ICC/NGOs*)
- Provide post-release accommodation services for women through a formal agreement between the Commonwealth and State governments and local service providers. (*Lead Agency: (interim) DAA, Supporting Agencies: ICC/NGOs*)

¹¹ NSW Bureau of Crime Statistics and Research, 2005.

- Provide additional support via the NSW Probation and Parole Service for persons returning to the community from adult or juvenile correctional facilities and at greater risk of re-offending. (*Lead Agencies: DCS/DJJ, Supporting Agency: DAA*)
- Implement the Redfern-Waterloo Community Safety Plan developed in partnership with the City of Sydney (*Lead Agency: City of Sydney, Supporting Agency: RWA*)

PRIORITY 10 BUILD COMMUNITY CAPACITY

Issue

Addressing the many complex social and other issues in Redfern-Waterloo requires a sustained focus on building a more cohesive and resilient community. The major areas to address include:

- delivering more effective human services;
- strengthening organisational governance and capacity;
- reducing fragmentation in the community;
- providing opportunities for community expression; and
- fostering locally owned and operated enterprises.

Strategy

Develop broad-based social partnerships and networks to foster community initiative and community participation through improved communications and training.

Rationale

Community strengthening helps to mobilise community skills, energy and resources and apply them in ways that achieve positive social change. It is a process whereby communities, government, business and philanthropic organisations work together to develop agreed social, economic and environmental outcomes and share ideas.

Over time, the Redfern and Waterloo communities have diversified into locality-based, Aboriginal, migrant and other groupings. While this has enriched the area's social fabric, there is little interaction between these groups. As a result, there have been few opportunities for community development and improving social, economic and cultural conditions. This occurs more readily when people trust each other, have a sense of ownership of issues and are actively involved in the management of community services, organisations and events.

To foster community development, broad networks based on shared interests and aspirations need to be developed.

Human services also play an important role in generating positive outcomes for families, children and young people. People who know how to access services are more likely to use them. For this reason the community needs to be kept well informed about available services.

Service delivery requires good management. Some non-government organisations have recognised the need to strengthen their internal governance and improve quality of their services. All human services in the area also need to be responsive to the cultural requirements of this diverse community, particularly Aboriginal people and migrant groups.

Actions

- Increase opportunities for community members to become involved in local services and events by:
 - reviving the Redfern Street Festival in partnership with the community, other levels of government and other organisations (*Lead Agency: RWA /City of Sydney, Supporting Agency: NGOs*)
 - hosting 'open-days' or 'sticky-beak' tours of local services to increase community and service provider involvement and understanding of what services are available; (*Lead Agency: DET, Supporting Agencies: City of Sydney/NGOs*)
 - developing a common web portal for NGOs and a Redfern-Waterloo Information Centre to be resourced by participating service providers to deliver information for the local community and organisations; (*Lead Agency: RWA, Supporting Agency: NGOs*)
 - developing a Redfern-Waterloo cultural heritage program including the commissioning of a Redfern-Waterloo history project involving a publication recording the history of the area from pre-settlement, a multimedia presentation and an oral history; (*Lead Agency: RWA*)
 - encouraging community participation by holding regular small-scale local community events (such as a Redfern Street human services information stall, market days, community barbeques, yarn days and women's and men's group meetings and dances) as part of a wider cultural plan for Redfern-Waterloo; and (*Lead Agency: DAA/RWA/City of Sydney, Supporting Agency: NGOs*)
 - implementing a communication strategy that supports community ownership, improves access to local services and provides opportunities to participate in local networks. (*Lead Agency: RWA, Supporting Agencies: City of Sydney/NGOs*)
- Locate services and other appropriate activities within the Redfern-Waterloo public housing estates. (*Lead Agency: DoH, Supporting Agency: RWA/NGOs*)
- Build partnerships between the Aboriginal community, the RWA and other levels of government to:

- identify community priorities and solutions;
- foster community leadership through formal and informal processes;
- identify and develop positive role models and champions; and
- support greater involvement of Elders and young people. (*Lead Agency: RWA, Supporting Agency: DAA*)
- Provide opportunities for Aboriginal and other non-government organisations to develop their capacity. This would include:
 - training that addresses best practice in human service delivery and community leadership development;
 - organisational mentoring to strengthen their capacity and governance; and
 - developing and strengthening leadership. (*Lead Agency: RWA, Supporting Agencies: DAA/NGOs*)
- Create and support mutually beneficial partnerships between the private sector and local residents by:
 - supporting local service providers, interagency and community groups to participate in, and develop, joint social ventures, cooperatives and social entrepreneurialism;
 - fostering micro-enterprise development (in conjunction with RWA and other agencies); and
 - undertaking a feasibility study for a community-based capital seeding program based on no or low interest loans to people on a low income. (*Lead Agency: RWA, Supporting Agencies: Private Sector/City of Sydney/DSRD/NGOs*)
- Develop a cultural training package, which includes issues relevant to Aboriginal and other cultural groups in the area, for NSW Government and non-government service providers in Redfern and Waterloo over a sustained period of time and resourced through existing budgets. (*Lead Agencies: DAA/CRC, Supporting Agencies: RWA/NGOs*)

IMPLEMENTATION AND REFORM

A four stage process is proposed for implementation of the Redfern-Waterloo Human Services Plan. The four stages are:

Table 2

REDFERN-WATERLOO HUMAN SERVICES PLAN	
Implementation and reform	
1.	Delivering the actions
2.	Negotiating change
3.	Integrating human services
4.	Evaluating results

Delivering the actions

This draft Redfern-Waterloo Human Services Plan presents a strategy for improving human services delivery.

Following public consultation, this draft Human Services Plan will be considered by the NSW Government prior to release of a final Redfern-Waterloo Human Services Plan.

It is proposed that implementation of this Human Services Plan will be led by a steering committee comprising Chief Executive Officers of the major NSW human services agencies working in Redfern and Waterloo.

To assist with implementation, the RWA will continue to chair the Implementation Senior Officers Group (ISOG) comprising:

- NSW Health;
- Department of Education and Training (DET);
- NSW Department of Community Services (DoCS);
- Department of Housing (DoH);
- Department of Aboriginal Affairs (DAA);
- Department of Ageing and Disability Home Care (DADHC);
- Department of Juvenile Justice (DJJ);
- NSW Police – Redfern Local Area Command; and
- NSW Treasury.

- Establish service provider groups to coordinate the integration of government and non-government organisations.
- Support the Ministerial Advisory Committee for Human Services (MACHS) which will serve as a reference point for community participation and client feedback.
- Undertake ongoing monitoring and review of outcomes delivered over the life of the 10 year Redfern-Waterloo Human Services Plan.

The key tasks for ISOG will be:

- ensuring the effective and speedy implementation of actions identified in Phase One of the Human Services Plan;
- developing indicators and evaluation methodologies against which the Human Services Plan's progress can be measured over time;
- developing a more coordinated and integrated human services system which delivers improved outcomes for clients;
- strengthening government agency and non-government organisation accountability to clients, other residents and government;
- transparent planning and decision making;
- linking resources to program outcomes, administrative efficiencies, and more professional delivery of services;
- commitment to consumer participation, broader community involvement and accessibility;
- understanding of and respect for each other's roles and responsibilities;
- embracing diversity through cultural appropriateness for all cultural and linguistic groups; and
- ongoing monitoring of implementation and evaluating results.

Negotiating change

The ISOG will initially focus on establishing service groups delivering youth services, services for Aboriginal people, family services, and health services to assist in implementing the actions. Service provider groups comprising relevant government agencies and non-government service providers will provide advice on:

- Service specifications for organisations within each service provider group which are relevant to Redfern and Waterloo and which include reference to:
 - target client groups;
 - service location;
 - outputs and outcomes;
 - delivery strategies; and
 - evaluation methodologies.

- Service quality benchmarks and value for money.
- Client outcomes.
- Coordination of joint training to achieve more consistent service delivery.

Integrating human services

All clients should be able to access services with ease and in a timely manner, without having to negotiate an unnecessarily complex service system.

The reform process will also involve:

- Piloting a model of shared administrative or “back office” services for non-government organisations in line with current NSW Government efforts to develop more efficient back office arrangements for funded organisations.
- Streamlining compliance and reducing associated costs for funded non-government organisations.
- Enhancing the capacity of local non-government services to utilise information technologies.
- Standardising and streamlining client intake, assessment and referral processes. This will occur through:
 - implementing common intake and assessment processes for all client groups, including young people, women and families;
 - improving referral processes between providers;
 - improving inter-agency communication about action taken on referrals between agencies; and
 - introducing the *ReferralLink* component of the NSW Better Service Delivery Program in Redfern-Waterloo.

Evaluating results

The Human Services Plan also includes the development of evaluation measures. The evaluation process will involve:

- review and evaluation 18 months after the release of the final Human Services Plan and thereafter biennially;
- measures of success against actions; and
- identification of benchmarks set by existing overarching government programs and strategies.

The ISOG will develop an evaluation framework for assessing the success of the Human Services Plan in delivering:

- better outcomes for clients;
- improved integration and coordination of the human services system;

- reduced demand for crisis and urgent intervention services to levels approaching those of other areas with similar population characteristics;
- improvements in broad indicators of social disadvantage; and
- return on public investment.

The ISOG will assess and report on progress against Human Services Plan priorities. Measures of improvement in organisational capacity across government and non-government service providers will include:

- governance arrangements;
- progress towards more integration and better coordination of government and non-government services;
- the extent to which services have adopted common referral, assessment and coordinated case management processes;
- integrated service planning – with particular reference to the development of single service points;
- increased sharing of administrative resources;
- wider use of common reporting, monitoring and evaluation arrangements;
- physical and virtual co-location of services using modern communication technologies and out-sourcing arrangements;
- joint training and other professional development of staff;
- reduction in service duplication; and
- improvements to facilities.

The ISOG will also assess improvements in the cultural appropriateness of services, including to the Aboriginal community, by government and non-government organisations.

Other levels of government will be invited to participate in the evaluation process.

ROLE OF THE REDFERN-WATERLOO AUTHORITY

On-going community engagement

The RWA will engage with the Redfern-Waterloo community on an on-going basis. The primary vehicle for this engagement will be the Ministerial Advisory Committee for Human Services (MACHS).

The MACHS will be co-chaired by the RWA and the Council of Social Services of NSW (NCOSS). Membership of MACHS will include:

- federal, state, and local government representatives;
- representatives of local service providers; and
- community members including members of the Aboriginal and migrant communities.

The MACHS will continue its work as the principal advisory group monitoring the implementation of the Human Services Plan and suggesting modifications and improvements over the coming years.

Brokering partnerships with the private sector

A key role for the RWA in the implementation of the Human Services Plan will be to broker partnerships with the private sector which provide opportunities for:

- supporting cultural programs for young people;
- sponsorship of sporting activities;
- providing sporting and other equipment to local schools and students;
- supporting literacy campaigns for preschool children and their parents;
- sponsoring community cultural and sporting events that include local people;
- supporting micro-enterprise development (in conjunction with RWA and other agencies);
- improving access to information technology for public housing tenants; and
- supporting capital seeding programs providing nil or low interest loans for community-based entrepreneurial activities.

The RWA will develop a Redfern-Waterloo Corporate Citizenship Prospectus that will outline the programs and activities provided in the area that would benefit from private sector support.

To further encourage private sector involvement the RWA will apply for charitable organisation status managed through a Trust. Under this proposal, all funds donated would be tax deductible and directed solely towards community projects.

The allocation of funds would be determined by the individual contributor based on activities listed in the prospectus. Dispersal of funds would be approved by trustees.

Table 3

PARTNERSHIP OPPORTUNITIES WITH THE PRIVATE SECTOR
<p><i>Priority 1 – Improve the health and well being of Children</i></p> <p>Action</p> <ul style="list-style-type: none"> • <i>Facilitate access to 100 additional affordable childcare places in partnership with the private sector for children in disadvantaged households living in Redfern–Waterloo by:</i> <ul style="list-style-type: none"> - <i>providing Early Childhood Learning Scholarships for low income households; and</i> - <i>suitable locations for joint venture management.</i>
<p><i>Priority 2 – Lift local School numeracy and literacy levels to at least the State average</i></p> <p>Action</p> <ul style="list-style-type: none"> • <i>Implement and/or enhance specialised literacy intervention programs (eg Reading Recovery, Early Literacy) which help students who are behind in reading and related skills make significant gains in reading accuracy, word recognition, spelling and reading fluency.</i> • <i>Encourage partnerships with the private sector, parents and service providers to foster literacy and numeracy programs.</i>
<p><i>Priority 10 – Build Community Capacity</i></p> <ul style="list-style-type: none"> • <i>Create and support mutually beneficial partnerships between the private sector and local residents by:</i> <ul style="list-style-type: none"> - <i>Supporting local service providers, interagency and community groups to participate in, and develop, joint social ventures and social entrepreneurialism;</i> - <i>Fostering micro-enterprise development (in conjunction with RWA and other agencies); and</i> <p><i>Undertaking a feasibility study for a community-based capital seeding program based on nil or low interest loans to people on a low income.</i></p>

Community consultation

The NSW Government has given a commitment to publicly release a draft of the Redfern-Waterloo Plan and the Human Services Plan for comment.

The RWA has developed a community consultation and communications strategies for the one month period of public comment on the Human Services Plan.

The strategies include:

- public release of the Human Services Plan;
- posting of the Human Services Plan on the RWA website with opportunity for residents and others to provide feedback online;
- distribution of newsletters to households outlining key aspects of the Human Services Plan and inviting feedback, also to be made available in Russian, Chinese, Arabic, Greek, Vietnamese and Spanish;
- localised community information meetings to be conducted by the RWA;
- advertising in the local media to inform residents about the Human Services Plan and how they can have their say on its development; and
- RWA attending information meetings organised by local groups.

Communications and community engagement strategies will also form part of the Redfern-Waterloo Human Services Plan.

Feedback from the community will be collated by the RWA and presented to the CEO Steering Committee and the MACHS. The Advisory Committee will make recommendations to the CEO Steering Committee on potential modifications to the Human Services Plan. The CEO Steering Committee will in turn make recommendations to the Government.

The local community will be provided with opportunities for ongoing involvement with the Human Services Plan through:

- community representatives on the MACHS;
- ongoing liaison between the RWA, community groups and service provider groups;
- local, regional and state representatives from non-government service organisations being invited from time to time to make presentations to the CEO Steering Committee and ISOG; and
- ongoing community feedback through the RWA website and periodic newsletters.

PHASE TWO PRIORITIES

Given the large number of services, service providers and residents using human services in the Redfern-Waterloo area, a decision was made by the NSW Government to develop the Human Services Plan in phases.

As already outlined, Phase One of the Human Services Plan addresses services provided to:

- Children and families.
- Young people.
- Aboriginal people.

Phase Two of the Human Services Plan will continue the implementation of Phase One initiatives and also identify priorities and improve service delivery for the following groups:

- Migrant communities.
- The aged.
- People with disabilities.
- Homeless people.

By the end of 2005, the RWA will hold discussions with services providers and community members involved with these groups to commence identifying priorities and actions required to improve service delivery.

Specific actions will be incorporated into the Human Services Plan and implemented from 2006.

APPENDIX ONE

YOUTH PRECINCTS IMPLEMENTATION

A youth precincts service model will be created as the first step towards improved integration of the human services system in Redfern and Waterloo. It could also provide a template for future consolidation of services for other client groups.

While more than 2000 young people reside in Redfern and Waterloo, the proportion of young people aged under 20 years is marginally lower than the rest of Sydney as a whole. Aboriginal young people make up only four per cent of the total youth population of the area.

Local young people have lower school attendance rates than other young people in Sydney and, while the numbers of local young people progressing to Year 12 are increasing, high school completion rates figures remain below the State average. Young people, especially in the Aboriginal community, have lower levels of employment than their counterparts in many other areas of Sydney.

A high incidence of drug and alcohol abuse and prevalence of mental illness in the adult population means there are few positive role models for some young people. High numbers of sole parent families also place additional pressures on many young people.

The Human Services Plan will have a focus on improving the quality of life of young people in Redfern and Waterloo by:

- establishing pathways to employment through improved education and training opportunities;
- improving the quality and access of services delivered to vulnerable young people; and
- increasing the participation of young people in community and decision making processes.

There are currently four main youth service providers in Redfern-Waterloo:

- South Sydney Youth Services (Waterloo) – delivers youth health/therapeutic intervention services;
- Fact Tree (Waterloo) - provides recreational activities and support including case work, counselling and SAPP service;
- South Sydney PCYC (Redfern) – provides indoor and outdoor sporting activities, general activities and a Learning Centre; and
- The Settlement (Redfern) – provides cultural and educational services.

In addition to these organisations, the Redfern-Waterloo Street Team, the City of Sydney, Police Youth Liaison Officers, and Alexandria Park Community School also provide services and support to young people.

The 2004 Human Services Review found that while the local youth services are well resourced in comparison to other parts of Sydney, there were systemic weaknesses including:

- no shared arrangements for weekend activities in youth centres;
- no 'one stop' approaches to information provision for young people and the community in general;
- minimal co-locations and out-servicing approaches;
- almost no evidence of common assessments;
- very few formal and jointly developed protocols; and
- no agreed approach to supporting young people with high and complex needs.

Creating service hubs or "precincts" is currently considered to be the optimal way to provide quality, integrated, services to clients. The provision of human services from physical facilities in geographically favourable locations is the key to the success of the precincts approach. Apart from being a central location for services which cater for local needs however precincts must also provide outreach services.

Streamlining and co-location of like services also provides an incentive for services to develop a client-focused, one-stop-shop approach to service delivery. The result is better matching of resources and services to the needs of individual clients.

Over time, organisations providing services to young people in Redfern and Waterloo have tended to aggregate into three very general service delivery clusters. The current geographic distribution of these youth service clusters by activity is broadly:

- Recreation, sport and activities – South Sydney PCYC and Fact Tree.
- Support services – South Sydney Youth Services, Redfern-Waterloo Street Team.
- Cultural and educational programs – Redfern Community Centre and the Settlement.

It is proposed to use these relatively informal and poorly integrated existing youth service clusters as a base for developing three specialist service clusters based around three sites or "precincts".

To ensure continuity, existing youth services will initially be asked to work together to provide appropriate activities for young people, when and where they need them. Additional services will also be provided from these sites if they are required.

To improve access to services across the Redfern-Waterloo area, it is proposed that organisations in the three specialist service precincts cooperate to ensure that some of their own services are provided in the other precincts.

APPENDIX Table 1.1

CURRENT DISTRIBUTION OF SERVICES IN REDFERN AND WATERLOO	
<p>REDFERN EAST Redfern PCYC Fact Tree</p>	<ul style="list-style-type: none"> • Sport and recreational activities • Educational programs • Employment Programs • Links to Alexandria Park Community School. • After school care • Vacation programs
<p>WATERLOO South Sydney Youth Services Street Team</p>	<ul style="list-style-type: none"> • Support activities from prevention, early intervention, crisis to transition. • Intervention and diversion services for young people at risk
<p>REDFERN WEST Redfern Community Centre The Settlement</p>	<ul style="list-style-type: none"> • Cultural programs • Police youth mentoring programs • Community based • Aboriginal boys & men’s programs • Aboriginal girls and women’s programs • Young leaders programs

The proposed youth precincts will also provide a basis for more targeted activity by Police Youth Liaison Officers, Youth Community Development Workers and other youth workers. It will also:

- minimise duplication of services by encouraging service sharing between the precincts;
- reduce duplication of administrative effort and infrastructure costs;
- develop better responses to client needs;
- improve young people’s access to services;
- improve communications between service providers;
- enable easier identification of gaps in the provision of services; and
- encourage stronger partnerships between government agencies and NGOs.

Increased sharing of administrative or “back office” and related services will also be encouraged with a view to each agency ultimately not having its own administration infrastructure. Apart from reducing costs associated with operating services, this will

also encourage a more integrated approach to customer service and clients will be able to access services more easily from a single location.

Implementation Schedule Summary

A four stage process is proposed for the implementation of the youth precinct model. The staged approach, which is summarised in the following table aims to deliver an integrated delivery system for youth services by July 1, 2006.

APPENDIX Table 1.2

REDFERN-WATERLOO HUMAN SERVICES PLAN YOUTH PRECINCTS IMPLEMENTATION SCHEDULE	
<p>Stage One: Establish broad principles and frameworks</p> <p>Timeframe: November - December 2005</p> <ul style="list-style-type: none"> • Establish a Youth Precincts Taskforce. • Hold discussions with other organisations to secure facilities. • Cost funding and other resource needs. <p>Develop Agreed Service Specifications for each program.</p>	
<p>Stage Two: Negotiate change</p> <p>Timeframe: February 2006</p> <p>Redfern-Waterloo Authority and funding agency partners negotiate with youth service providers on programs and co-location arrangements.</p>	
<p>Stage Three: Co-location</p> <p>Timeframe: Feb - June 2006</p> <p>Services providers commence the process of integration and/or co-location within the precincts. Co-location completed by 30 June 2006.</p>	
<p>Stage Four: Evaluation and Reform</p> <p>Timeframe: July - December 2006</p> <p>From July 1 2006 services will be co-located and funds allocated for new programs to be delivered from the precincts. Monthly evaluation of service delivery will also be undertaken. These evaluations will inform an ongoing process of reform of youth services.</p>	

Stage One: Establish broad principles and frameworks

Timeframe: November - December 2005

Stage One:

1. Establish a Youth Precincts Taskforce to develop an agreed youth precincts model, the principles underpinning it and determine the services to be delivered from each precinct.
2. Hold discussions with the PCYC, the City of Sydney, the Department of Housing, South Sydney Youth Services and other relevant organisations to secure facilities for the precincts.
3. Cost analysis to determine funding and other resource needs.
4. Develop Agreed Service Specifications for each program and service delivered from each precinct to enable services to provide programs which meet agreed needs to an agreed service standard.

Stage Two: Negotiate change

Timeframe: February 2006

Services that participate in the development of the three new youth precincts will continue to be funded for current programs during the transition to the new model.

During this time the Redfern-Waterloo Authority and relevant State funding agency partners will negotiate with existing youth service providers on the programs and on co-location arrangements.

Stage Three: Co-location

Timeframe: February – June 2006

Services providers commence the process of integration and/or co-location within the precincts. The co-location process will be completed by June 30, 2006.

Stage Four: Evaluation and Reform

Timeframe: July – December 2006

From July 1 services will be co-located and funds allocated for the new and/or ongoing programs to be delivered from the precincts.

Monthly review of service delivery from each precinct will be conducted to ensure compliance with the outcomes required by the Human Services Plan. The evaluations will inform an ongoing process of reform.

APPENDIX TWO

GLOSSARY

Aboriginal Child, Youth and Family Strategy

The Aboriginal Child, Youth and Family Strategy helps meet critical needs of Aboriginal children and young people, families and carers across NSW by focussing on better coordination and targeting of existing resources, and ensuring that mainstream services are meeting the needs of Aboriginal communities and testing new ways of support.

Aboriginal Student Liaison Officer (ASLO)

Aboriginal Student Liaison Officers operate across districts and assist district student welfare and home school liaison officers to restore and maintain the regular school attendance of Aboriginal students.

Aboriginal Community Liaison Officer (ACLO)

The Aboriginal Community Liaison Officer liaises with the Aboriginal community and the NSW Police in order to establish and maintain positive relationships and foster mutual understanding.

Better Service Delivery Program (BSDP)

The Better Service Delivery Program (BSDP) helps welfare and community agencies to share information and improve services to clients. The Program makes use of current Internet technology to provide agencies with the tools to communicate with one another, to provide faster, more accurate referrals and to work with clients more effectively. The Better Service Delivery Program is available to all government and non-government agencies that deliver human services in NSW.

Blackout Violence Campaign

The Blackout Violence campaign united Aboriginal and non-Aboriginal services to address the impacts of violence on inner city and regional Aboriginal communities.

The campaign utilised the New South Wales Aboriginal Rugby League Carnival as a promotional vehicle by encouraging attendees to wear purple armbands in recognition of their united commitment to reduce violence in Aboriginal communities. Local support and legal workers also distributed purple bags and water bottles and other promotional and educational materials to women and their families. Blackout complements other initiatives such as the Women's Domestic Violence Court Assistance Scheme.

Circle Sentencing

Circle Sentencing is an alternative sentencing court for adult Aboriginal offenders. It directly involves local Aboriginal communities in the process of sentencing offenders, with the key aims of making it a more meaningful experience for the offender and improving the Aboriginal community's confidence in the criminal justice system.

CityEast

CityEast@ Randwick, is an alternate learning program for 15-19 years olds at risk of

not completing their formal education in a mainstream setting. The program has customised individual learning programs and vocational experiences linked to the traditional curriculum are a feature. The program also includes industry based part time teachers.

Community Justice Group

Aboriginal Community Justice Groups are representative groups of local Aboriginal people that come together to examine the crime and offending problems in their communities and develop ways to solve those problems. Groups are able to work with both juvenile and adult offenders and victims of crime.

CONNECT Redfern

CONNECT Redfern was established as part of the 'Schools as Community Centres' program. It provides a range of activities aimed at supporting families with children aged 0 to 8 years old.

Corporate Citizenship Prospectus

The Corporate Citizenship Prospectus provides details of opportunities available for corporate and philanthropic organisations to support programs and projects included in the Redfern-Waterloo Human Services Plan.

Early Childhood Learning Scholarships

Children's well being and life chances are enhanced through Early Childhood Learning Scholarships which assist with child care fees

Enterprise Education

Enterprise education develops in young people enterprise skills and attributes and an awareness of how their community, including business and industry, works. It encourages the development of talent and qualities that employers are looking for, such as teamwork, commitment and knowledge, however it is not geared exclusively to preparing students for paid employment. Its charter is to contribute to a more enterprising Australia at every level.

Families First

Families First is a whole-of-government initiative that supports families with young children aged up to nine years by investing in prevention and early intervention to significantly enhance outcomes in later life.

Home Instruction for Parents of Pre-School Youngsters Program (HIPPY)

The HIPPY program is an early intervention initiative and involves parents in their children's education the year prior to starting school, and concludes at the end of the first year of school, Kindergarten. Aboriginal home tutors are employed to work with their own children and assist other parents through weekly activities. The tutors are role models for the other parents, simultaneously developing their skills and confidence as educators.

Home School Liaison Officers (HSLO)

Home School Liaison Officers are called upon to assist students and their parents/caregivers when students are not coming to school everyday. When school personnel have difficulty restoring the regular attendance of students, the principal may request the assistance of the HSLO to support the school's attendance program.

Housing and Accommodation Support Initiative (HASI)

The Housing and Accommodation Support Initiative (HASI) is a major initiative of the NSW Government Action Plan: *Framework for Housing and Accommodation Support for People with Mental Health Problems and Disorders*. It has been developed in partnership with the NSW Department of Health and Housing and non-government organisations working in the mental health area.

HASI is aimed at assisting people with high support needs. Frequently these individuals will have spent significant amounts of time in mental health inpatient units and have had difficulty maintaining tenancy. The concept of the project is based on the premise that with appropriate support, consumers and high needs clients will be able to live independently.

Joint Guarantee of Service (JGOS)

The Joint Guarantee of Service (JGOS) is a New South Wales Government initiative coordinating the delivery of services to people with mental health problems. The Guarantee has been developed to guide coordinated delivery of mental health, support and housing services between participating agencies. The aim of coordinated service delivery is to enhance the well-being and improve housing outcomes of the individuals receiving assistance.

Links to Learning

The Links to Learning program assists young people aged 12-24 years who have left school early or who are students at risk of leaving school early, and provides them with a range of opportunities to remain in or re-enter mainstream education and training. Funding is provided to community organisations to undertake innovative and creative activities with young people in informal learning settings, and to link participants back to education and training. It is community based, and organisations develop local strategies to best meet the needs of the local young people.

Plan-it Youth

Plan-It Youth assists young people to help themselves. The program matches specially trained adult mentors from the local community to work with young people (Years 9 or 10), who are at risk of leaving school early. Issues include success at school, making the transition from school to work, personal and family relationships.

Reading Recovery

Reading Recovery is a research based early intervention program to reduce reading and writing failure. The program identifies students experiencing reading and writing difficulties after their first year of school and provides intensive one to one teaching.

Resilience

Resilience is a summary term used to refer to a range of characteristics including social competence, problem solving skills, autonomy and a sense of purpose and future.

School to Work

The School to Work Program focuses on a whole school curriculum approach aimed to equip students with skills, understandings and attributes that will enable them to

better manage their transition from school to work or further education and training. It is also about expanding work education programs, improving workplace learning programs and providing training and development for careers advisors and teachers.

Schools as Community Centres

The Schools as Community Centres (SaCC) program aims to:

- Influence the planning and integration of service delivery to better meet the needs of the families with children from birth to eight years with a focus on the years prior to school;
- Support families with children from birth to eight years, with a view to ensuring that children have a healthy and positive start to school; and
- Strengthen communities through interagency collaboration with communities in decision-making processes which relate to the provision of services.

TVET

TAFE-delivered Vocational Education and Training (TVET) courses offer senior secondary school students the opportunity to study for TAFE NSW qualifications as part of their regular Higher School Certificate study program.

Youth Justice Conferencing

Youth Justice Conferencing is a 'restorative' approach to youth crime that seeks to engage the community and hold a young person accountable for their actions. It is a meeting of a young person who has committed a crime, the young person's family or support people, the victim (if they wish to attend) or their representatives and support people with a police officer.

APPENDIX THREE

ACRONYMS AND ABBREVIATIONS

AGD	The Attorney General's Department of NSW
ACLO	Aboriginal Community Liaison Officer
ASLO	Aboriginal School Liaison Officer
APCS	Alexandria Park Community School
CBD	Central Business District
CoS	City of Sydney
CRC	NSW Community Relations Commission
DAA	NSW Department of Aboriginal Affairs
DADHC	NSW Department of Ageing and Disability Home Care
DCS	NSW Department of Corrective Services
DET	NSW Department of Education
DJJ	NSW Department of Juvenile Justice
DoCS	NSW Department of Community Services
DoH	NSW Department of Housing
DSRD	NSW Department of State and Regional Development
GP	General Practitioner
HASI	Housing and Accommodation Support Initiative
HSAC	Human Services Advisory Group
HSLO	Home School Liaison Officer
ICC	Australian Government Indigenous Co-ordination Group
ISOG	Implementation Senior Officers Group
JGOS	Joint Guarantee of Service
MACHS	Ministerial Advisory Committee for Human Services
NCOSS	The Council of Social Service of NSW
NGO	non-government organisations
RWA	Redfern-Waterloo Authority
SESSOG	South East Sydney Families First Senior Officers Group
TAFENSW	NSW Department of Technical and Further Education
TVET	TAFE-delivered Vocational Education and Training
VAW	NSW Violence Against Women Strategy

APPENDIX FOUR

DEMOGRAPHIC AND SOCIAL INDICATORS

The population of Redfern-Waterloo differs from that of Greater Sydney in a number of significant ways.

Indigenous people make up 4.4 per cent of the total population in Redfern-Waterloo and the Aboriginal community faces specific disadvantages not shared by the wider population. These include poor basic health levels, lower than average school participation and educational attainment, high unemployment and low incomes.

Consistent with the lower life expectancy of Aboriginal people, which is almost 20 years less than the general population, a relatively young Aboriginal population co-exists with a relatively old non-Aboriginal population. In Waterloo, where over one third (37 per cent) of residents are aged 55 or over (compared to 22 per cent in Redfern and 20 per cent in Greater Sydney), the median age of Aboriginal people is only 24 years and 39 per cent of the Aboriginal population is aged under 15 years.

Children and young people in Waterloo are also almost three times more likely to be living in sole parent households than in Redfern and Sydney as a whole (11 per cent compared to 4 per cent). However, the proportion of Aboriginal children in sole parent households is higher again, with 46 per cent of Aboriginal families in Waterloo being sole parent families, compared to 19 per cent of Aboriginal households in Redfern and 15 per cent in Aboriginal households across Greater Sydney.

A high proportion of the housing in Redfern and Waterloo is rented public housing. In Waterloo 73 per cent of the housing is this form of tenure and in Redfern 23 per cent. The equivalent figure for Greater Sydney is only 5.1 per cent. Nearly all Aboriginal people in Waterloo (91 per cent) live in public housing while in Redfern, the equivalent figure is 79 per cent.

Overseas-born people make up 37 per cent and 43 per cent of the Redfern and Waterloo populations respectively. Around half the population of Redfern and Waterloo speak only English at home. Many of these people, particularly in Waterloo, are older, single, people living in public housing.

In Redfern, the profile of persons over 15 and not in the labour force is similar to the overall Sydney profile. In Waterloo, reflecting the high proportion of persons who are not in the labour force, the proportion of people employed full or part time is less than half the rate in Redfern and for Greater Sydney and among the Aboriginal population in Redfern and Waterloo levels of employment are lower again.

Income levels in the two suburbs are also low in comparison to the rest of Sydney. In Waterloo the majority of households (56 per cent) earn less than \$400 week, and 25.8 per cent earn less than \$200 a week. In Redfern, 28.9 per cent of households earn less than \$400 a week and 12.1 per cent earn less than \$200 a week.

Highlighting the greater income and occupational mix in Redfern, 29.3 per cent of households earn \$1,000 or more a week.

Redfern and Waterloo score poorly on indicators of social disadvantage. (see Table 4.1, below).

APPENDIX Table 4.1

SOCIAL INDICATORS			
WATERLOO		REDFERN	
Variable	Rank position	Variable	Rank position
Imprisonment	Bottom 5%	Mortality	Bottom 5-10%
Disability/sickness	Bottom 5%	Imprisonment	Bottom 5-10%
Court convictions	Bottom 5%	Court convictions	Bottom 5-10%
Long-term unemployed	Bottom 5%	Psych Hospital admissions	Bottom 15-20%
Unemployment	Bottom 5%	Disability/sickness benefit	Bottom 20-25%
Psychiatric hospital admissions	Bottom 5%	Long-term unemployment	Bottom 20-25%
Mortality	Bottom 5%	Low income families	Bottom 35-40%
Low income families	Bottom 30-35%	Unemployment	Bottom 40-45%
Low work skills	Bottom 35-40%	Low birth weight	Bottom 55-60%
Childhood accidents	Bottom 35-40%	Childhood accidents	Bottom 55-60%
Early school leavers	Bottom 40-45%	Childhood maltreatment	Bottom 65-70%
Year 12 incomplete	Bottom 40-45%	Year 12 incomplete	Bottom 70-75%
Child maltreatment	Bottom 75-80%	Early school leavers	Bottom 75-80%
Low birth weight	Bottom 75-80%	Low work skills	Bottom 75-80%

Source: *Vinson T, 2004 Community adversity and resilience*

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

APPENDIX FIVE

REDFERN WATERLOO HUMAN SERVICES PLAN

PRIORITY	LEAD AGENCY	SUPPORTING AGENCY	TIMEFRAME
1. IMPROVE THE HEALTH AND WELL-BEING OF CHILDREN			
STRATEGY: Improve coordination of services which help the transition from antenatal to postnatal care (particularly for at risk women and young mothers) and improve overall support for families with children aged 0–5 years.			
ACTIONS			
<p>Improve information to women about the importance of antenatal care and encourage their attendance at antenatal services early in their pregnancy, with a particular focus on:</p> <ul style="list-style-type: none"> - engaging Aboriginal parents; - providing antenatal health education at the community health facility in Redfern; and - improving antenatal shared care links with the Aboriginal Medical Service, Redfern. 	NSW Health	NGOs	<p>(Health)</p> <ul style="list-style-type: none"> - Jan 2006 - June 2006 - 2006 and ongoing
<p>Implement the NSW Families First and Aboriginal Child, Youth and Family strategies within Redfern/Waterloo and provide:</p> <ul style="list-style-type: none"> - improved access to antenatal and sustained home visiting to vulnerable families; - supported playgroups; and - build on the existing interagency network established via the 	South East Sydney Families First Senior Officers Group	DET DoCS NGOs	<p>(Health) - Once funding is available. (DoCS) -Funding allocations and resources will be determine through the SES FF planning process.</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>“Connect Redfern” initiative</p>			
<p>Facilitate access to 100 additional affordable childcare places in partnership with the private sector for children living in Redfern-Waterloo by:</p> <ul style="list-style-type: none"> - providing Early Childhood Learning Scholarships for local children living in low income households; and - identifying suitable locations for increasing availability of child care in the area through joint venture management 	<p>RWA</p>	<p>Private sector City of Sydney Australian Govt NGOs</p>	<p>(RWA) - Corporate citizenship prospectus available in March 2006.</p>
<p>Enhance services which provide support for parents with babies and young children from 0-5 years by improving:</p> <ul style="list-style-type: none"> - access to culturally appropriate childcare services by strengthening the capacity of the existing Aboriginal childcare services system; - integration of early childhood and family support services by placement of family resource workers within childcare centres; and - coordination of playgroups and diversification of the range of activities they provide. 	<p>DoCs</p>	<p>NGOs</p>	<p>(DoCS) - Stage 1 - March 2006. Stage 2 – July 2006 -dependent on negotiations with Family Support Services. Stage 3 – Ongoing</p>
<p>2. LIFT LOCAL SCHOOL NUMERACY AND LITERACY LEVELS TO AT LEAST THE STATE AVERAGE</p>			
<p>STRATEGY: Enhance the environments that contribute to the development of early literacy and numeracy and strengthen transition programs for pre-school aged children into school.</p>			
<p>ACTIONS</p>			
<p>Develop specific transition to school program guidelines and requirements for all childcare services within Redfern and Waterloo in order to improve school readiness.</p>	<p>DET Through Families</p>	<p>DoCS NGOs</p>	<p>(DET) – Implement Semester 1 2006. (DoCS) – June 2006</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

	First		
Using existing early childhood networks, increase knowledge of and improve access to transition-to-school initiatives targeting: <ul style="list-style-type: none"> - children not participating in local childcare or supported play groups; - recent arrivals to the area with no previous use of childcare; and - older pre-schoolers. 	DET	DoCS NGOs	(DET) – Implement Semester 1 2006. (DoCS) - June 2006
Improve early childhood learning among Aboriginal children through culturally-appropriate models, including the Home Instruction for Parents of Pre-School Youngsters program, to Redfern – Waterloo.	DAA	DoCS FACS DET NGOs	December 2006.
Develop a coordinated communications strategy targeting parents to increase children’s participation in childcare, supported playgroups and preschools. Initiatives may include information kiosks in public places and distribution of printed materials.	DET	DoCS NGOs	(DET) – Implement Semester 1 2006. (DoCS) - June 2006.
Conduct workshops with young parents through the Schools as Community Centres program to develop their literacy teaching skills and their capacity to give in-home education to pre-schoolers using everyday household items.	DET NGOs		(DET) – Implement Semester 1 2006.
Establish a Tutorial Centre in partnership with the Exodus Foundation to improve literacy among disadvantaged children, and support other specialised literacy intervention programs (eg: Reading Recovery and Early Literacy programs) which help students who are behind in reading and related skills make significant gains in reading accuracy, word recognition, spelling and reading fluency.	DET	NGOs Private sector	(RWA) –Tutorial Centre established early 2006. Other programs established mid-2006.
Encourage partnerships with the private sector, parents and service providers to foster literacy and numeracy programs.	RWA	DET Private sector	(RWA) -Corporate citizenship prospectus available in March 2006.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

		NGOs	
3. LIFT LOCAL SCHOOL ATTENDANCE AND RETENTION RATES TO AT LEAST THE STATE AVERAGE			
STRATEGY: Enhance services provided for children and young people at risk of poor attendance and suspension.			
ACTIONS			
<ul style="list-style-type: none"> • Schools will implement comprehensive student programs including: <ul style="list-style-type: none"> - student leadership and related initiatives; - increasing family involvement in schools; - establishing better links and information sharing with local youth services; - introducing family conferencing as an integral part service delivery in Redfern and Waterloo, with a particular focus on Aboriginal families; and - enhancing use of alternatives such as in-school suspensions and enhancing use of alternatives such as in-school suspensions and use of experienced mentors. 	DET	DoCS	(DET) – Implement Semester 1 2006 with positive trend in indicators to be evident within twelve months.
Establish a Transport Taskforce comprising government and non-government agencies charged with improving transport services for students attending schools in Redfern and Waterloo;	DET	RWA NGOs	(DET) – Implement Semester 1 2006.
Develop and implement a coordinated approach to attendance and student engagement targeting at-risk students using school and regional resources including Aboriginal Student Liaison and Home School Liaison Officers.	DET		(DET) - Implement Semester 1 2006.
Address school absenteeism by undertaking joint operations to address absenteeism by targeting specific age groups and responding with preventative measures.	DET	DoCS NSW Police	(DET) - Implement Semester 1 2006.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

Explore the inclusion of schools in Redfern-Waterloo in Phase Two of the Schools in Partnership initiative, which provides greater resources and gives parents and local communities a greater role in determining how these schools operate.	DET		(DET) - Assessment completed by November 2006.
4. IMPROVE SUPPORT FOR VULNERABLE PEOPLE			
STRATEGY: Provide coordinated early intervention services for at risk families and children.			
ACTIONS			
Improve capacity for earlier identification and support for children with disabilities by improving links between assessment processes and early childhood groups.	DADHC	NSW Health NGOs	(DADHC) - Establish Family Services Group March 2006.
Develop protocols which strengthen organisations' capacity to respond to the needs of the Aboriginal community in relation to death, loss and issues affecting the Stolen Generation.	DAA	NGOs	June 2006.
Establish a DoCS Early Intervention Team within Eastern Sydney Community Services centre to support improved access to and coordination of services for families in need of assistance and improve case management.	DoCS	NGOs	(DoCS) - January 2006.
Improve co-ordination of access to counselling services through better outreach to clients in convenient locations.	RWA DoCS	NSW Health NGOs	March 2006.
Develop protocols and systems to improve the transfer of information between agencies and ensure the consistent delivery of services for people moving between regions.	DoCS RWA		June 2006.
Implement a joint service agency case coordination framework for Redfern and Waterloo to coordinate service responses tailored to the specific needs of high-risk families and children who have complex needs.	DoCS	RWA NSW Health NGOs	(DoCS) – Ongoing. Negotiations with Privacy Commissioner completed by December 2006. (Health) – Currently involved.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

STRATEGY: Integrate drug, alcohol and mental health treatment programs and link with training and employment opportunities.			
ACTIONS			
Provide housing and support packages for clients with mental health problems whose tenancies are at risk. These will be provided through the Housing Accommodation Support Initiative (HASI). The packages would include regular home visits to support public housing tenants with treatment programs.	DoH	NSW Health NGOs	(DoH) - Commencing early 2006. (Health) – Ongoing.
Ensure Joint Guarantee of Service (JGOS) responses to people with mental health problems living in or prior to allocation of public housing.	DoH	NSW Health NGOs	(DoH) -Currently available. (Health) – Ongoing.
Improve integration of drug health and mental health treatment programs by: - reviewing assessment and referral procedures, - increasing case coordination - training of staff who work with clients with a dual diagnosis.	NSW Health	NGOs	(Health) - July 2006. - October 2006. - Commence March 2007.
Strengthen linked rehabilitation programs for clients with dual diagnosis through agency agreements.	NSW Health		(Health) - Late 2006
Provide improved workforce training and employability skills for people with mental health problems.	TAFE NSW	NSW Health NGOs	(DET) – November 2006
5. REDUCE THE INCIDENCE OF FAMILY VIOLENCE			
STRATEGY: Strengthen community based anti-violence education and prevention initiatives which respond to local needs and are delivered in a culturally appropriate manner.			
ACTIONS			

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>6. INCREASE PARTICIPATION AND INVOLVEMENT OF YOUNG PEOPLE IN THE COMMUNITY</p>			
<p>STRATEGY: Consolidate and coordinate services for young people and children, including after hours activities programs.</p>			
<p>ACTIONS</p>			
<p>Establish three service delivery precincts for the delivery of services to young people. The service providers located in the three precincts will:</p> <ul style="list-style-type: none"> - provide positive experiences through youth and business mentoring programs; - develop annual strategic plans outlining integration, collaboration and program development initiatives; - develop coordinated activities calendars; - provide recreation and sports programs which include a range of indoor and outdoor activities on Friday nights, Saturdays and Sundays and in school holidays; - run cultural programs for young people; - create a coordinated access point to therapeutic and health services for young people; - coordinate and promote local after-school care and vacation care programs; - provide age and gender specific activities; - initiate a community information program which informs the local community about services available at the new youth precincts; - develop ongoing consultation strategies with young people on the development and adequacy of youth services; - strengthen assertive outreach programs, operating over the 	<p>RWA</p>	<p>NGOs</p>	<p>(RWA) - Precinct integration completed by July 2006.</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>three precincts and in cooperation with other human services organisations;</p> <ul style="list-style-type: none"> - promote positive relationships with police; and - provide multiple access points for programs. 			
<p>The youth precincts will strengthen coordination of sports, recreational and related activities provided by government agencies and non-government organisations to improve young people's access to sport, sports facilities and related activities by:</p> <ul style="list-style-type: none"> - providing art, dancing, music and cultural activities; sporting and social activities including surfing, camps, outings and workshops in the precincts; and - developing agreements with local sporting organisations and the City of Sydney to improve access to amenities with appropriate and affordable insurance arrangements. 	RWA	DSRT City of Sydney NGOs	(RWA) - Commence with launch of plan.
<p>STRATEGY: Increase opportunities for young people to develop communication and leadership skills that strengthen the voice of young people in decision making.</p>			
<p>ACTIONS</p>			
<p>Diversify local youth mentoring programs for young people to include:</p> <ul style="list-style-type: none"> - the Plan-it-Youth mentoring program; - a NSW Police youth mentoring program. 	DET NSW Police	RWA	(RWA) - Commence with launch of plan. (DET) - By November 2006.
<p>Increase access to mentor-focused cultural activities for young Aboriginal people including:</p> <ul style="list-style-type: none"> - fishing clinics; - art, dance and music programs. 	RWA	NGOs	(RWA) - Commence with launch of plan.
<p>Establish partnerships with NGOs to deliver the following in Redfern-Waterloo:</p>	RWA	NGOs	(RWA) - March 2006.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<ul style="list-style-type: none"> - young leaders' programs based on existing best-practice models. - joint training and resources for young people to participate in committees and decision-making processes. 			
<ul style="list-style-type: none"> • Enter into formal agreements with the Commonwealth Government and the City of Sydney to: <ul style="list-style-type: none"> - coordinate, mentor and jointly promote the nomination of local young candidates to other local, regional, state and federal youth advisory and decision making bodies; - improve the integration of government-funded employment, education, training and youth services; and - ensure young people from Redfern and Waterloo are adequately represented on the City of Sydney Youth Council 	RWA	NGOs	(RWA) - June 2006.
<p>STRATEGY: Integrate local government and non-government youth health services in the area.</p>			
<p>Integrate local government and non-government youth health services in the area by coordinating prevention and early intervention programs for young people.</p> <p>Improve access to improving access to sexual health services for young men and women by enhancing current advisory and crisis counselling services and establishing clear protocols and procedures for client referrals and ongoing case management.</p>	NSW Health	RWA NGOs	(Health) - 2006 and ongoing.
<p>Improve support for young patients on discharge from hospitals by improving protocols used by local hospitals to refer young people to local support services.</p>	NSW Health	NGOs	(Health) - June 2006.
<p>Improve the capacity of local GPs and other health professionals to work with young patients and link them to local youth support services.</p>	NSW Health		(Health) - Have commenced working on this – will continue throughout 2006.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>7. INCREASE NUMBERS OF YOUNG PEOPLE ACCESSING EMPLOYMENT AND TRAINING OPPORTUNITIES</p>			
<p>STRATEGY: Improve school to employment transition by enhancing linkages to vocational training and employment.</p>			
<p>ACTIONS</p>			
<p>Ensure local schools provide students in years 9, 10, 11 and 12 with:</p> <ul style="list-style-type: none"> - school to work plans; - personalised work portfolios; - advice about opportunities and resources required to acquire essential employment prerequisites (eg drivers' licences, tools and interview clothes); - community-based work experiences; - regular career events and ongoing monitoring of individual school to work plans. 	<p>DET</p>		<p>(DET) - November 2006.</p>
<p>Increase use of school-based and TAFE flexible learning pathways programs such as Enterprise Education, Links to Learning, School to Work, TVET and CityEast to deliver improvements in:</p> <ul style="list-style-type: none"> - availability of locally-based pre-vocational education and training courses; - part-time school-based apprenticeships and traineeships, linked to local employment; - availability of practical independent living skills courses delivered through schools and local services; - partnerships between local schools, Job Network and industry; - strategies to engage young people, particularly young mothers, who are disconnected from mainstream education 	<p>TAFE NSW / DET</p>	<p>NGOs</p>	<p>(DET) - This goal has already been adopted in City East and TVET.</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

and training.			
<p>Ensure the delivery of human services supports the Redfern Waterloo Aboriginal Employment Strategy (AES) which includes:</p> <ul style="list-style-type: none"> - establishing an Indigenous Enterprise Centre at the Redfern Waterloo Authority; - opening a Training Centre at North Eveleigh in conjunction with TAFE focusing on the construction, hospitality and transport industries; - streamlining recruitment training and employment pathways for employers based on the co-ordination of services in the following areas; recruitment, training, apprenticeships, group employment, mentoring; - targeted academic support programs which include tutoring, child care support, computer equipment scholarship, industry based work experience, academic mentoring, specialised home work support system, secondary summer school and careers days; and - the young business enterprise development project to be offered at the APCS. 	<p>RWA DET NGOs</p>		<p>Timelines subject to RWA AES.</p>
8. REDUCE DRUG AND ALCOHOL MISUSE			
STRATEGY: Develop and deliver health promotion and health education programs focusing on legal and illegal drugs.			
ACTIONS			
<p>Coordinate the planning, implementation and evaluation of a drug and alcohol health promotion campaign with local government and non-government agencies.</p>	<p>NSW Health</p>	<p>City of Sydney NGOs</p>	<p>July 2006</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

Develop and implement effective community-based drug action strategies through the Redfern Waterloo Drug and Alcohol Taskforce.	RWA NSW Health	City of Sydney NGOs	(RWA) - Reconvene Drug and Alcohol Taskforce March 2006. (Health) – Ongoing.
Deliver culturally appropriate drug and alcohol education programs to young Aboriginal people in schools through Aboriginal leaders	DET	NSW Health DAA NGOs	(DET) – Commence Semester 1 2006.
STRATEGY: Improve access to culturally appropriate drug treatment, detoxification and rehabilitation programs.			
ACTIONS			
Government and non-government detoxification and rehabilitation agencies servicing the population of Redfern and Waterloo will: <ul style="list-style-type: none"> - identify priority target group(s); - develop inter-agency discharge planning to provide follow-up and support when people return to the community; and - incorporate holistic healing and other culturally appropriate approaches to complement clinical programs. 	NSW Health	ICC NGOs	(Health) <ul style="list-style-type: none"> - February 2006 - December 2006 - Commence discussions June 2006
STRATEGY: Establish an accessible community health facility delivering primary health services which complements existing health services in the area.			
ACTIONS			

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>Establishing a community health facility will involve the following:</p> <ul style="list-style-type: none"> - consultation with the community on the location and role of a new community health facility which complements and is coordinated with other local health services; - development of agreements with other government and non-government health service providers on joint service provision for clients attending the Community Health Facility. 	<p>NSW Health</p>		<p>(Health) - Complete November 2005.</p>
<p>Support at-risk women with children after discharge from hospital by developing appropriate case management protocols and transition protocols.</p>	<p>NSW Health</p>		<p>(Health) -June 2006.</p>
<p>Improve referral processes and supports for substance-using pregnant women and post-natal drug health services after child-birth.</p>	<p>NSW Health</p>		<p>(Health) -June 2006 ongoing.</p>
<p>9. REDUCE OFFENDING AND RECIDIVISM</p>			
<p>STRATEGY: Increase community safety by preventing crime and reducing anti-social behaviour.</p>			
<p>ACTIONS</p>			
<p>Investigate the application of Circle Sentencing and Community Justice Groups in Redfern-Waterloo.</p>	<p>AGD</p>	<p>DAA</p>	<p>March 2006.</p>
<p>Make increased use of Youth Justice Conferencing for offenders and victims.</p>	<p>AGD NSW Police</p>	<p>DJJ</p>	<p>March 2006, ongoing.</p>
<p>Ensure coordinated institutional and community support for people returning to the community from adult or juvenile correctional facilities.</p>	<p>DCS DJJ</p>	<p>DoCS ICC NGOs</p>	<p>June 2006.</p>

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

Provide post-release accommodation services for women through a formal agreement between the Commonwealth and State governments and local service providers.	DAA (interim)	ICC NGOs	June 2006,
Provide additional support via probation and parole services for persons returning to the community from adult or juvenile correctional facilities and at greater risk of re-offending.	DCS DJJ	DAA	March 2006,
Implement the Redfern – Waterloo Community Safety Plan developed in partnership with the City of Sydney	City of Sydney	RWA	Ongoing.
10. BUILD COMMUNITY CAPACITY			
STRATEGY: Develop broad-based social partnerships and networks to foster community initiative and community participation through improved communications and training.			(RWA) - Finalise Community Capacity Building Implementation Strategy June 2006.
ACTIONS			
Increase opportunities for community members to become involved in local services and events by:			
- reviving the Redfern Street Festival in partnership with the community, other levels of government and other organisations	RWA City of Sydney	NGOs	Spring 2006.
- hosting 'open-days' or 'sticky-beak' tours of local services to increase community and service provider involvement and understanding of what services are available;	DET	City of Sydney NGOs	(DET) - Semester 1 2006, ongoing.
- developing a Redfern-Waterloo Information Centre which provides information for the local community and service providers;			December 2007.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

- developing a common web portal for NGOs;	RWA	NGOs	December 2008.
- developing a Redfern-Waterloo cultural heritage program involving walking tours of historical sites and the commissioning of a Redfern-Waterloo history project involving a publication recording the history of the area from pre-settlement, a multimedia presentation and an oral history;	RWA		December 2006.
- encouraging community participation by holding regular small-scale local community events (such as a Redfern Street human services information stall, market days, community barbeques, yarn days and women's and men's group meetings and dances) as part of a wider cultural plan for Redfern-Waterloo; and	DAA RWA City of Sydney	NGOs	December 2006, ongoing.
- implementing a communication strategy that supports community ownership, improves access to local services and provides opportunities to participate in local networks;	RWA	City of Sydney NGOs	March 2006.
Locate services and other appropriate activities within the Redfern-Waterloo public housing estates.	DoH	NGOs	June 2006.
Build partnerships between the Aboriginal community, the RWA and other levels of government to: - identify community priorities and solutions; - foster community leadership through formal and informal processes; - identify and develop positive role models and champions; - support greater involvement of Elders and young people.	RWA	DAA	November 2005, ongoing.
Provide opportunities for Aboriginal and other organisations to develop their capacity. This would include: - training that addresses best practice in human service	RWA	DAA NGOs	Commence discussions November 2005.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<ul style="list-style-type: none"> - delivery and community leadership development; - organisational mentoring to strengthen organisational capacity and governance; and - developing and strengthening leadership. 			
<p>Create and support mutually beneficial partnerships between the private sector and local residents by:</p> <ul style="list-style-type: none"> - Supporting local service providers, interagency and community groups to participate in, and develop, joint social ventures and social entrepreneurialism; - Fostering micro-enterprise development (in conjunction with RWA and other agencies); and - Undertaking a feasibility study for a community-based capital seeding program based on no or low interest loans to people on a low income. 	RWA	Private Sector City of Sydney NGOs DSRD	<p>June 2006.</p> <p>June 2006.</p> <p>March 2006.</p>
<p>Develop a cross-cultural training package, which includes issues relevant to Aboriginal and other cultural groups in the area, for NSW Government and non-government service providers in Redfern and Waterloo.</p>	DAA CRC	RWA NGOs	November 2005.
IMPLEMENTATION AND REFORM			
<p>Establish:</p> <p>1. A Redfern-Waterloo Reforming Human Services Group chaired by the RWA and tasked with implementing Plan priorities and comprising:</p> <ul style="list-style-type: none"> - an independent human services expert; - a local person with knowledge of the human services system; 	RWA		November 2005.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<ul style="list-style-type: none"> - a local human services provider; and - government human services agencies. <p>2. Designated service provider groups which coordinate the integration of government and non-government organisations.</p> <p>3. A Ministerial Advisory Committee on Human Services (MACHS) serving as a reference point for community participation and client feedback.</p>			<p>November / December 2005.</p> <p>October 2005.</p>
<p>Coordinate the pilot of a model of shared administrative or “back office” services for non-government organisations in line with current NSW Government efforts to develop more efficient back office arrangements for funded organisations.</p>	RWA		July 2006.
<p>Standardise and streamline client intake, assessment and referral processes will occur through:</p> <ul style="list-style-type: none"> - implementing common intake and assessment processes for all client groups, including young people, women and families and improve referral processes between providers; - improving inter-agency communication about action taken on referrals between agencies. 			July 2006.
<p>Introduce the NSW Government Better Service Delivery <i>ReferralLink</i> Program in Redfern-Waterloo.</p>			July 2006.
<p>The Reforming Human Services Group assess and report on progress against Human Services Plan priorities using measures of improvement in organisational capacity across government and non-government service providers.</p>	RWA		April 2006.
<p>Review and evaluation of progress against Human Services Plan priorities 18 months after the release of the final Human Services Plan and thereafter biennially.</p>	RWA		May 2007, ongoing for life of plan.

* Summary of actions. Please refer to draft Plan for more detail.

ACTION IMPLEMENTATION SCHEDULE: PHASE ONE *

<p>PHASE TWO PRIORITIES</p> <p>Phase Two of the Human Services Plan will continue the implementation of Phase One initiatives and also identify priorities and improve service delivery for the following groups:</p> <ul style="list-style-type: none"> • Migrant communities. • The aged. • People with disabilities. • Homeless people. <p>By the end of 2005, the RWA will hold discussions with services providers and community members involved with these groups to commence identifying priorities and actions required to improve service delivery.</p> <p>Specific actions will be incorporated into the Human Services Plan and implemented from 2006.</p>	<p>RWA</p>		<p>Commence November 2005.</p>
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* Summary of actions. Please refer to draft Plan for more detail.