



**REDFERN-WATERLOO  
HUMAN SERVICES PLAN  
PHASE TWO**

July 2008

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# INTRODUCTION

## NSW STATE PLAN

The New South Wales Government's State Plan sets out the following five basic objectives for improving the community in which we live:

Delivering better services

Fairness and opportunity

Growing prosperity

Environment for Living

Rights, respect and responsibility

The Redfern-Waterloo Plan, of which the Human Services Plan is part, fully accords with the State Plan's objectives. Improved community safety, increased employment rates, enhanced health services, greater academic attainment, prevention and early intervention, community participation – these key elements of the State Plan are also integral components of the Human Services Plan for Redfern-Waterloo.

### Phase 1 of Human Services Plan

The *Redfern-Waterloo Human Services Plan* has been developed by the Redfern-Waterloo Authority (RWA) in partnership with National, State and Local government agencies, service providers and the local community. The Plan is a framework for improving the coordination, quality and access to health, education, disability, transport, employment and other human services in Redfern and Waterloo.

This Plan forms part of a wider *Redfern-Waterloo Plan* being prepared by the Redfern-Waterloo Authority (RWA) to revitalise the built environment, generate employment and enterprise and improve the delivery of human services.

The *Human Services Plan* has been developed in phases. Phase 1 focuses on improving services delivered to children and families, Aboriginal people and young people around ten key outcome areas:

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 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; and
10. Build community capacity.

## **Phase 2**

Phase 2 will continue the implementation of Phase 1 and ensure consistency and complementarity between actions in the two phases. Phase 2 identifies eight priority areas as well as improvements to service delivery for older people, people with disabilities, migrant communities and homeless people. The priorities are:

11. Improving dementia support;
12. Improving service quality for migrant communities;
13. Improving access to aged care and health services by Aboriginal people 45 years and older;
14. Reducing homelessness;
15. Improving identification of need and access to services for people with a disability;
16. Reducing social isolation;
17. Improving access to local and community transport for people who are transport disadvantaged; and
18. Improving safety and amenity.

## **Phase 2 - social profile**

As NSW residents live longer the median age of the population is steadily increasing and by 2021 older people will outnumber children in NSW. Already 13 per cent of the NSW population is aged 65 years and over and it is estimated that over the next 20 years this proportion will grow to 20 per cent.

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.

The two areas also have a high percentage of people with disabilities totalling approximately 1600 people. This represents 10.6 per cent of the combined populations of the two suburbs.<sup>1</sup>

### **A strategic approach**

The area encompassed by the Redfern-Waterloo Authority is not large. As such, planning and renewal of service delivery cannot be carried out in isolation or without regard to National, State and Local Government strategic planning and policy development. As with Phase 1, Phase 2 of the *Human Services Plan* will be consistent with policies and strategies that impact on this area. Further, it will seek to ensure the Redfern-Waterloo area receives an adequate share of any resources associated with those strategies.

Of particular importance are:

- The Redfern-Waterloo Authority's *Built Environment Plan*;
- The Redfern-Waterloo Authority's *Employment and Enterprise Plan*;
- The *Redfern-Waterloo Partnership Agreement* between the Commonwealth of Australia and the State of New South Wales;
- The NSW Government's *State Plan*;
- The NSW Government's *Stronger Together: A New Direction for Disability Services in New South Wales 2006 -2016*;
- The NSW Government's *Two Ways Together* policy for Aboriginal people;
- The NSW Government's *Directions for Dementia Care and Support in NSW 2001-2006*;
- The Housing NSW's planning and allocations policies;
- The *Housing and Human Services Accord*;
- *Working Together for New South Wales: an Agreement between the NSW Government and the NSW Non-Government Human Services Sector*;
- The City of Sydney' *Social Plan*;
- The City of Sydney's *Community Facilities' Strategy*; and
- The Community Services Grants Program reform process currently being undertaken by the NSW Department of Community Services.

### **Improving service delivery**

Three pillars have been identified to improve service delivery to the people of Redfern and Waterloo. The aim of this three pronged approach is to ensure reform is strategic and sustainable over time.

The three pillars are:

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<sup>1</sup> Morgan Disney Associates: *Making Connections: Better Services, Stronger Community* – Report on Review of the Human Services System in Redfern and Waterloo (November 2004) p 5.

1. **Human Services Plan:** key priority areas, actions and service reform framework;
2. **Evaluation Framework:** biennial evaluations, key performance indicators and process indicators; and
3. **Implementation:** implementing reform actions, setting minimum service standards for government and non-government services providers, delivering integration and supporting capacity building.

Overall, the *Human Services Plan* is premised on delivering positive outcomes for the Redfern-Waterloo community, to be achieved through reforms to service delivery within existing resources. It applies a strength based approach acknowledging the work done by government and non-government organisations over many years while setting a clear direction for renewal. The involvement of these organisations as partners in this process is fundamental to its success.

The implementation section of the plan outlines processes, systems and standards to be put in place, or to be developed, in order to achieve effective outcomes from the *Human Services Plan*. Attention is being given to determining existing need for services, areas of unmet demand for services and identification of better ways of meeting the demand.

The process will also identify services and programs that work and seek to build on them.

The RWA's preferred approach to reform is through negotiation between the RWA, State funding agencies and non-government service providers resulting in agreed conditions to be included in NSW agencies' funding and contractual arrangements. However should anticipated results not be realised through this process within the set timeframes, the RWA and the NSW Government funding agency will utilise alternative methods such as tendering for services to achieve effective reform.

Evaluation is an integral part of the development of the *Human Services Plan*. The decision to evaluate this Plan was made at the very start of the planning process. Without comprehensive, transparent and effective evaluation there would be no way of measuring the success or otherwise of the Plan.

Evaluation will assist government in making necessary changes to the *Human Services Plan* in line with actions that have delivered measurable positive outcomes for the community.

In April 2006 an *Evaluation Framework* was developed to assist the RWA and partner agencies measure trends and outcomes in the implementation of the *Human Services Plan*.

Supporting the *Evaluation Framework* is a set of key performance indicators that will measure the impact of actions identified in Phase 1 of the Plan. The first evaluation will be undertaken in June 2008 and cover Phase 1 actions only. Baseline data is currently being collected by the RWA to inform the evaluation and an independent consultant has been contracted to undertake the qualitative research required. *The Human Services Plan* will be evaluated biennially until 2010.

Performance indicators will be developed for Phase 2 actions by mid 2008. It is anticipated that Phase 2 actions can be evaluated by mid-2009.

### **Community consultation**

A feature of the development of the *Human Services Plan* has been extensive consultation with the community and service providers. Phase 1 consultation included the following:

- More than 12 consultation meetings and forums with local organisations and members of the local community;
- More than 80 government and non government organisations consulted;
- A public information forum, held on Saturday 29 October, 2005 at Redfern Town Hall, attracting more than 50 members of the community;
- Four information meetings with cluster groups dealing with services for children and families, health, and Aboriginal services;
- A forum with Aboriginal service organisations;
- A youth forum organised in partnership with the NSW Youth Advisory Council;
- Distribution of the Redfern-Waterloo Update October 2005 to every household in Redfern and Waterloo;
- More than 300 copies of the draft Plan mailed to local organisations, government agencies and the local community;
- All information including a copy of the Plan made available on the RWA website;
- Posters, advertisements, email alerts and other materials promoting the Plan and means for providing feedback; and
- Information delivered to all household in community languages.

A total of 28 written submissions were received from the community.

A different approach was developed for Phase 2. A two day Forum was held on July 24 and 25, 2006 bringing together service providers, government agencies and members of the community to discuss and analyse specific issues identified as priorities for service improvement.

The aim of the Forum was to invite participants to consider and discuss the priorities and actions identified in ten issues papers. Participants also had an opportunity to recommend additions to the suggested actions as well as removal or amendment.

The issues papers and the Forum are part of a three phase consultation process that includes:

1. Pre-forum submissions;
2. Forum discussion; and
3. Release of draft Plan for public comment.

Forum participants identified a number of key recommendations that have informed the development of Phase 2 and will be taken into account in the continued implementation of Phase 1 as well as the development of the *Implementation Action Plan*.

Recommendations include:

- Improving service delivery by building on current strengths;
- Ensuring the Human Services Plan is consistent with and complements current regional, state and national policies strategies;
- Building on existing committees and taskforces' structures and creating new ones where required, ensuring clear Terms of Reference, purpose and membership are established;
- Developing strategies dealing with housing issues – private and public;
- Investigating the need for and feasibility of high and low care residential facilities for older people in Redfern-Waterloo as well as facilities specifically for Aboriginal people;
- Improving communication of RWA Human Services activities and achievements relating to the Human Services Plan;
- Communicating the process for completing the Human Services Plan Phase 2;
- Developing a case management model for Redfern-Waterloo; and
- Developing supports for volunteers.

Specific recommendations were also developed relating to each priority area. These have been summarised into general comments and incorporated as part of community comment in each priority. Actions identified in this Plan aim to incorporate community suggestions, where possible.



## Priority 11

### IMPROVING ACCESS TO DEMENTIA SUPPORT

#### Issues

People with dementia face significant disadvantages. For some people these are compounded by other personal factors including whether the person lives alone and is geographically or culturally isolated. Personal stigma associated with a physical and mental disability can also increase the likelihood that a person with disability will withdraw from their community and activities they enjoy, compounding social isolation and depression.

Carers and family members living with people with dementia also report that caring can be a lonely and frustrating role and that carers also need appropriate ongoing supports.

For people with dementia who lack a carer, particularly people living alone, dementia symptoms are less likely to come to the attention of support service providers.

Others with a mental illness, HIV/AIDS or pre-existing cognitive disability who develop dementia, require very specific support service planning to meet greater levels of need.

#### Strategy

Provide more flexible, responsive and accessible services to people with dementia in conjunction with more and better information about dementia.

#### Rationale

The Review of Human Services in Redfern-Waterloo identified a higher proportion of older, physically frail people living alone, particularly in Waterloo. Some service providers report that older people with dementia may already use mainstream community services but may be unaware of or resistant to being referred to dementia support services. Mainstream community services require information about how best to continue to support these people.

Most people wish to remain in their local community. However people requiring long-term dementia-specific residential care or access to respite in secure facilities must move out of the local area due to the lack of specialised facilities.

#### Forum comment

Key issues raised at the Forum include:

- Providing more support for carers.
- Recognising this is a health issue that is not confined to older people.
- Providing opportunities for respite care.

- Encouraging greater involvement of General Practitioners in treating people with dementia.
- Developing more dementia services in Redfern-Waterloo that complement services provided at a regional level.
- Making aged care packages more accessible.
- Developing aged care residential services in the area.

## Actions

Deliver better outcomes through improved access to services and dementia support for Redfern and Waterloo residents by:

- Establishing a Redfern-Waterloo Dementia Taskforce to: (*Lead Agencies: NSW Health, DADHC, Supporting Agencies: Division of General Practitioners, City of Sydney. NGOs*)
  - ensure actions to improve dementia related services in Redfern and Waterloo are consistent with the NSW Government's *Stronger Together: A New Direction for Disability Services in New South Wales 2006 - 2016* policy and *Future Directions for Dementia Care and Support in NSW 2001-2006*;
  - scope existing service provision;
  - facilitate where appropriate integrated service delivery, particularly services for older people, including co-location of similar services and improved hours of operation;
  - identify local barriers to referral and support for people with dementia;
  - recommend specific actions to improve the capacity of government and non-government organisations to provide care to people with dementia;
  - improve access to dementia specific day care services;
  - improve support and education for carers and families;
  - develop strategies for involving General Practitioners in diagnosis, care and case management;
  - provide training for case management workers to provide better assistance to clients with complex needs who have difficulty moving between services.
  - expand the delivery of culturally appropriate dementia and aged care services for Aboriginal people and migrant communities;
  - encourage the recruitment of culturally appropriate workers by local service providers;
  - improve access and referral to services for migrant communities; and
  - provide cultural awareness training for all employees of services supporting older people.
- Increase access to high and low level care dementia-specific facilities, aged care packages and respite services for carers. (*Lead Agency: Australian*

*Government Department Health and Ageing, Supporting Agencies: DADHC, NSW Health)*

- Improve access to services, planning, accountability and coordination between the Inner West HACC and the South East Sydney HACC regions, in order to address duplication of services, funding inconsistencies and service gaps arising from inconsistent NSW Government agency service region boundaries in Redfern-Waterloo. *(Lead Agency: DADHC, Supporting Agency: NSW Health)*
- Improve referral processes, joint planning and coordination between non-government service providers. *(Lead Agency: DADHC, Supporting Agencies: NSW Health, NGOs)*

## Priority 12

### IMPROVING SERVICE QUALITY FOR MIGRANT COMMUNITIES

#### Issues

Approximately half the population of Redfern and Waterloo speaks a language other than English in the home. The 2001 Census indicated that 38 per cent of Redfern residents and 34 per cent of Waterloo residents were born overseas and speak a language other than English at home. While the most common languages other than English spoken in Redfern - Waterloo are Russian, Chinese, Vietnamese, Arabic, Spanish and Greek, the number of people from African countries, Iraq and Afghanistan living in the area is increasing.

#### Strategy

Provide migrant communities in Redfern and Waterloo with well-coordinated services delivered in a culturally and linguistically appropriate manner.

#### Rationale

The delivery of information in languages other than English is a challenge for all service providers. Language barriers can limit access to information, reduce capacity to make informed decisions and contribute to social isolation.

#### Forum comment

Key issues raised at the Forum include:

- Improving older people's awareness of services.
- Enhancing the availability of community transport.
- Providing accessible and affordable translation services.
- Improving integration and coordination of services.
- Engaging with isolated people.
- Improving access to work experience and employment opportunities.
- Making services available after hours.
- Ensuring interpreters are sensitive to clients' needs and the issue at hand;
- Ensuring services are delivered in a culturally appropriate way.
- Improving access to English classes for new migrants, especially for non-working parents.
- Addressing the impact of some older migrants reverting back to their first language.

#### Actions

- Improve access to information and services by working with service providers to: (*Lead Agency: CRC, Supporting Agencies: NSW Health, HNSW, CoS, NGOs*)
- provide cultural awareness training to service providers;

- increase use of community radio to promote services;
- organise education, information and training sessions in community languages;
- create information forums and mini-information expos for small and emerging communities;
- establish a Migrant Communities' Consumer Group to facilitate the service users' input in to program delivery;
- provide regular updates to service providers on demographic and service changes in the local community;
- ensure service users access Housing NSW maintenance services; and
- ensure internet translated services and translated health information are available in local council libraries.
- Reduce social isolation by: (*Lead Agency: CoS, Supporting Agencies: HNSW, MoT, NGOs*)
  - encouraging local service providers to train and support participation of bilingual volunteers in local community events;
  - increasing the involvement of local churches, temples and other religious institutions in promoting community activities;
  - working with local community and neighbourhood centres to develop a program of activities to encourage migrant groups to get involved in community life;
  - identifying motivated and respected individuals in migrant communities as contact points for these groups;
  - conducting community harmony and 'get to know your neighbour' events to encourage community interaction in line with the Housing NSW's *Good Neighbour* policy; and
  - providing transport to community events such as local markets, fairs and festivals.
- Improve access to foreign language entertainment by providing greater access to cable television in Housing NSW properties. (*Lead Agency: HNSW*)
- Promote all co-ordinated activities held in Housing NSW recreation facilities and community rooms. (*Lead Agency: HNSW, Supporting Agencies: NABs, NGOs*)
- Improve access to English classes for migrants, particularly for non-working parents and older people. (*Lead Agency: Australian Government, Supporting Agencies: DET, NGOs*)

- Increase access to employment opportunities by: (*Lead Agency: RWA, Supporting Agencies: Centrelink, TAFENSW, NGOs*)
  - ensuring employment expos undertaken by job networks and local businesses target newly-arrived migrants and involve TAFENSW and other vocational institutions;
  - providing information about employment in relevant community languages through Centrelink and other employment agencies; and
  - identifying training and employment opportunities associated with the Redfern-Waterloo Authority's Built Environment Plan and Employment and Enterprise Plan.
- Improve access to mental health services by: (*Lead Agency: NSW Health, Supporting Agencies: TCMHS, NGOs*)
  - improving partnerships and referrals between health services, community organisations and migrant groups;
  - organising information sessions targeting migrant communities in partnership with the Transcultural Mental Health Service (TCMHS); and
  - increasing the promotion of mental health services to migrant communities in the area.
- Develop responses to family violence among migrant communities by incorporating the following issues into the work being undertaken by the Redfern-Waterloo Family Violence Taskforce: (*Lead Agencies: NSW Police, Australian Government, Supporting Agencies: DoCS, RWA, HNSW, NGOs*)
  - developing greater communication and collaboration between police, migrant community organisations and family violence services;
  - holding information sessions on spouse visa and family violence provision for visa holders in partnership with the Australian Government;
  - providing appropriate training to staff delivering services to migrant communities;
  - encouraging migrants affected by family violence to report incidents;
  - improving access to interpreter services;
  - ensuring interpreters and translators are accredited and skilled in dealing with family violence and other sensitive issues;
  - ensuring appropriate support services are available at the time family violence incidents are reported; and
  - developing partnerships with mainstream family violence support services to improve their cultural appropriateness.
- Multi-cultural health services will regularly re-assess their target populations to ensure they cater to the range of communities in Redfern-Waterloo. (*Lead Agency: NSW Health*)

## **PRIORITY 13**

### **IMPROVING ACCESS TO AGED CARE AND HEALTH SERVICES BY ABORIGINAL PEOPLE 45 YEARS AND OLDER**

#### **Issue**

Lower life expectancy and quality of life associated with lower take up of health, aged care and other support services by older Aboriginal people.

#### **Strategy**

Increase access to and use of health, aged care and other community support services by older Aboriginal people.

#### **Rationale**

Aboriginal people consistently have poorer access to appropriate health care services. As a consequence, they are not receiving the same level and quality of care for the diagnosis and treatment of illness as the rest of the Australian population. Available primary health care services are also under-utilised for other reasons, including lack of bulk billing, difficulties getting transport to and from appointments, and lack of culturally sensitive service development and delivery. Many Aboriginal people are presenting to health services late in the course of their diseases and experience significantly higher rates of preventable complications and death.

The Aged Care Assessment Program (ACAP) is a major point of access to community services and aged care accommodation. In recognition of the lower life expectancy of Aboriginal people most aged care services (including Home and Community Care Service and the Residential Aged Care Service) are available to Aboriginal people from the age of 45 years. However, fewer than expected numbers of older Aboriginal people in Redfern and Waterloo access ACAP and other community services.

Some Aboriginal people prefer services to be provided by a member of their own family or community, rather than by an external worker. This may lead to carers not receiving the support they need to look after a family member, as well as preventing the identification of a disability or other illnesses by professional staff.

Furthermore, social stigma which may be associated with disability prevents some Aboriginal people from acknowledging and identifying a disability. This makes it difficult for services to assist. Some Aboriginal people however, prefer to have a choice of whether to access a mainstream service or an Aboriginal service. The availability of choice is therefore important.

To tackle this problem, cooperation and coordination between Aboriginal and non-Aboriginal services is required. Information sharing, service planning and flexibility could be improved. Case management services need to be identified and designed appropriately.

## Forum comment

Key issues raised at the Forum include:

- Improving access to transport for individuals and families, with particular focus on improving access to driving licenses.
- Dealing with family clans can be an advantage or it can be difficult and complex.
- Providing greater support for Aboriginal carers.
- Involving the local community in developing and implementing the Human Services Plan, taking into account local cultural issues.
- Addressing Home and Community Care (HACC) boundaries which are artificial and do not reflect the distribution of Aboriginal clan and family groupings.
- Early discharge or self-discharging from care may impact on families and service providers.
- Providing public transport staff with cultural awareness training.
- Supporting community health and education programs run by Aboriginal people.
- Encouraging inter-generational education, planning and prevention for families of Aboriginal people who are ill.

## Actions

- Involve more, older, local Aboriginal people in the design, implementation and evaluation of health programs. *(Lead Agency: NSW Health, Supporting Agency: DADHC, NGOs including Aboriginal Medical Service Redfern, Wyanga Aboriginal Aged Care, HACC Aboriginal Gathering Committee)*
- Identify strategies to minimise the unsafe use of medications by older local Aboriginal people. *(Lead Agency: NSW Health, Supporting Agencies: Aboriginal Medical Service Redfern, Australian Government Department of Health and Ageing, Wyanga Aboriginal Aged Care, HACC Aboriginal Gathering Committee)*
- Identify treatment barriers and potential solutions associated with the non-affordability of medical equipment. *(Lead Agency: NSW Health, Supporting Agencies: Aboriginal Medical Service Redfern, Australian Government Department of Health and Ageing, Wyanga Aboriginal Aged Care, HACC Aboriginal Gathering Committee)*
- Include local Aboriginal representation on the Redfern-Waterloo Transport Working Group. *(Lead Agency: MoT)*
- Facilitate the delivery of culturally appropriate services by: *(Lead Agencies: NSW Health, DADHC, DoCS, DET, DAA, DJJ, Police, NGOs – subject to the development of new service specifications as part of new funding agreements)*
- embedding culturally appropriate practices in the policies and operations of all agencies and funded organisations operating in the Redfern–Waterloo area;



- ensuring the delivery of internal agency cultural awareness programs is consistent with relevant service agency operational policy objectives;
  - providing training to improve cultural awareness among staff in local organisations; and
  - ensuring agencies meet the NSW Government's two per cent (minimum) employment target for Aboriginal people.
- The new Redfern Community Health Centre will work in partnership with the Aboriginal Medical Service Redfern and other community services to improve the delivery and coordination of health services. This will be done by developing protocols and referral pathways between health and other local service providers. *(Lead Agencies: NSW Health, Supporting Agencies: Aboriginal Medical Service Redfern, NGOs)*
  - Explore partnership opportunities to improve service delivery through the *Redfern-Waterloo Partnership Agreement* between the Commonwealth of Australia and the State of New South Wales. *(Lead Agencies: Australian Government, RWA)*
  - Examine the feasibility of extending access to the Seniors Card to Aboriginal people aged 45 years and older. *(Lead Agency: DADHC, Supporting Agencies: Australian Government, DAA, NGOs)*
  - Increase awareness of services available and access points for Aboriginal families and carers. *(Lead Agencies: NSW Health, DADHC, DoCS, DET, DAA, DJJ, Australian Government, Aboriginal Medical Service Redfern, Police, NGOs)*
  - Re-establish the Aboriginal Support Development Officer for the HACC system focussed on coordinating service support in Redfern-Waterloo. *(Lead Agency: DADHC)*
  - Examine the need for and feasibility of an aged care facility for Aboriginal people. *(Lead Agency: Australian Government Department of Health and Ageing; Supporting Agencies: DADHC, NSW Health, Aboriginal Medical Service Redfern, Wyanga Aboriginal Aged Care, HACC Aboriginal Gathering Committee, NGOs, RWA)*
  - Continue to implement the NSW Aboriginal Chronic Care Standards. *(Lead Agency: NSW Health, Supporting Agencies: Aboriginal Medical Service Redfern, NSW Division of General Practitioners)*
  - Aged care health services to improve access and care for older Aboriginal people by strengthening knowledge of and relationships with Aboriginal NGOs and services. *(Lead Agency: NSW Health, Supporting Agencies: Aboriginal Medical Service Redfern, Aboriginal NGOs)*

## **PRIORITY 14**

### **REDUCING HOMELESSNESS**

#### **Issue**

Addressing the causes of homelessness requires coordinated services able to respond to individuals who often have complex needs. People who are homeless are so for a range of reasons. Strategies developed to address homelessness must take into account this complexity.

#### **Strategy**

Develop services capable of providing adequate support for people experiencing homelessness in Redfern-Waterloo, as well as pathways out of homelessness and into more stable accommodation and living patterns.

#### **Rationale**

The causes of homelessness are complex and are often linked to unemployment, poverty, mental illness, family breakdown, domestic violence, child abuse, problem gambling and/or drug or alcohol misuse. People who are homeless cannot be seen as a homogenous group, with easily defined needs or issues. While individual government agencies offer a range of services, homeless people often need help from a number of different sources at the same time.

There are a number of definitions of homelessness. The Australian Bureau of Statistics defines three forms of homelessness: those without conventional accommodation (primary), those in temporary or transitional accommodation (secondary) and those living in boarding house accommodation (tertiary).

Previous consultations with community members and service providers have highlighted concerns about the extent to which homelessness is an issue in the Redfern and Waterloo areas.

National Data Collection Agency figures for 2004-05 indicated there were 4,117 people accessing Supported Accommodation Assistance Program (SAAP) accommodation throughout Inner Sydney, comprising 674 (16.4 per cent) women and 3,443 (83.6 per cent) men.

Issues which have an impact on whether people who are homeless can access stable accommodation in Redfern and Waterloo include:

- the transient nature of homelessness which means some people may be unable to access crisis mental health teams and other support services because they are not residing in stable accommodation;
- limited data on actual levels of homelessness in Redfern-Waterloo making it difficult to estimate demand for services in the area;
- increased demand for support services arising from the movement of people into the community;

- limited support networks;
- restrictive service access criteria;
- poor living, language, communication and inter-personal skills;
- no move-on accommodation; and
- limited availability of and access to appropriate, safe and affordable accommodation

## Forum comment

Key issues raised at the Forum include:

- Acknowledging additional pressure is being placed on extended families and service providers by 'transient' Aboriginal people.
- Providing support to families who house transient people periodically.
- Developing strategies to address the causes of homelessness, including overcrowding and family violence.
- Stopping episodic homelessness becoming entrenched homelessness.
- Providing affordable housing.
- Assisting young people who are vulnerable to homelessness.
- Improving mental health services for homeless people with dual diagnosis.
- Improving cooperation and coordination between the Housing NSW and support services.
- Modifying public housing tenancy policies to reduce concentrations of people with complex needs.
- Ensuring statewide mental health resources are also directed to Redfern-Waterloo.
- Providing drop-in services or a facility where homeless people can access meals, accommodation and support services.
- Seeking to ensure that single people and families are housed in suitably sized properties.
- Recognising that older and younger homeless people have different needs and adjust services to meet those needs.
- Developing strategies to link service providers in Redfern to the towns and suburbs where transient people come from.
- Improving cooperation and coordination between mental health and homeless outreach services providers.

## Actions

- Ensure the Inner City Homelessness Action Plan addresses homelessness in Redfern-Waterloo through: (*Lead Agency: HNSW, Supporting Agency: Inner Sydney Homelessness Action Committee, CoS, NSW Health, DoCS, AGD, NGOs*)

- a single outreach and support service for homeless people in Redfern and Waterloo that is holistic, culturally appropriate, and addresses the needs of 'transient' homeless people;
  - the development of data collection and monitoring processes that identify key issues, processes and outcomes of efforts to address homelessness, including Aboriginal homelessness as well as legal issues faced by people experiencing homelessness;
  - promoting discussion to develop an improved response to legal issues faced by people experiencing homelessness;
  - enhancement of service delivery to and coordination of support for people with high and complex needs (including dual diagnosis);
  - piloting housing and support models that lead to sustainable accommodation for homeless people;
  - early intervention initiatives which identify people at risk or in the early stages of homelessness, with a specific focus on the issues and needs of Aboriginal people;
  - greater flexibility in service provision to reflect the changing circumstances of clients; and
  - regular monitoring of services to ensure resources are allocated appropriately.
- Develop an affordable housing strategy for Redfern-Waterloo that is consistent with the Redfern-Waterloo Built Environment Plan. *(Lead Agency: RWA, Supporting Agency: HNSW)*
  - Develop a joint assessment framework between service providers to assist the smooth transition from homelessness to stable accommodation and support. *(Lead Agency: HNSW, Supporting Agencies: Human Service Agencies, NGOs)*
  - Ensure homelessness outreach and support services operate regular patrols in Redfern and Waterloo seven days a week. *(Lead Agency: HNSW, Supporting Agencies: DoCS, CoS, NGOs)*
  - Ensure homeless people with complex housing needs are allocated appropriate housing by: *(Lead Agency: HNSW)*
    - improving tenant assessment processes; and
    - ensuring housing is consistent with allocations policies.

## PRIORITY 15

### IMPROVING IDENTIFICATION OF NEED AND ACCESS TO SERVICES FOR PEOPLE WITH A DISABILITY

#### Issues

The 2004 Review of Human Services in Redfern and Waterloo identified meeting the needs of an ageing population as the biggest issue facing the delivery of disability services.

A projected increase in the ageing population in the area (and consequently older people with disabilities) will put additional pressure on respite care and accommodation options for people with a disability.

#### Strategy

Improve delivery of services for people with a disability, and their carers, in Redfern and Waterloo that build on the NSW Government's *Stronger Together: A New Direction for Disability Services in New South Wales 2006-2016* Plan and Australian Government policies. Actions in this plan will inform the implementation of *Stronger Together: A New Direction For Disability Services in New South Wales 2006-2016* in Redfern-Waterloo.

#### Rationale

The quality of life of people with disabilities, as well as that of their families and carers, is dependent on the quality of the disability support service system and levels of access to those services. Key determinants of quality and access are:

- clear service entrance and exit points;
- effective planning and flexible service delivery;
- the degree of fairness and transparency of access to services;
- linking of services to needs;
- capacity to provide quality support to people in their own homes;
- providing more options for people who need to live in specialist support services;
- transport for people with disabilities who need to access available services;
- adequate support for carers;
- well-trained staff;
- provision of programs in a culturally appropriate manner;
- availability of soft entry points;
- respect for independence and participation;

- consumer involvement in decision-making; and
- advocacy.

## Forum comment

Key issues raised at the Forum include:

- Developing support systems and services for carers and their families, including older carers and disabled carers.
- Developing better support systems in schools for children with disabilities.
- Improving service delivery including dual diagnosis assessments, service access and referrals to other services.
- Ensuring the *Stronger Together* Plan to improve disability services directs resources to the Redfern-Waterloo area.
- Improving employment opportunities for people with disabilities.
- Improving access to services by Aboriginal people and migrants with disabilities.
- Developing sustainable tenancies that build on the *Housing and Human Services Accord*.
- Investigating models for case coordination to support people with multiple and complex needs.

## Actions

- Establish a Redfern-Waterloo Disability Services Working Group to: (*Lead Agency: DADHC, Supporting Agencies: NSW Health, Australian Government, RWA, HNSW, DoCS, NGOs*)
  - undertake a mapping exercise of the incidence of disability and availability of associated services in Redfern-Waterloo as well as identifying service gaps;
  - ensure the NSW Government's *Stronger Together: A New Direction for Disability Services in New South Wales 2006 -2016* directs additional resources to Redfern-Waterloo;
  - improve employment opportunities for people with disabilities in line with the RWA's Employment and Enterprise Plan;
  - develop protocols to overcome procedural obstacles between agencies in relation to acquired diagnosis;
  - improve access to services for people who experience a late onset of disability;
  - develop referral pathways between service providers and ensure appropriate common entry points for people presenting with diverse (multiple) diagnoses; and
  - promote greater use of Australian Government *Carelink* Centres by agencies and the wider community.

- Improve case management responses so that: (*Lead Agency: DADHC, Supporting agencies: NSW Health, NGOs*)
  - services are linked to need and packaged to enable people to continue living at home;
  - there is greater client access to services;
  - there are clearer entry and exits points to services; and
  - services reflect changing client needs.
- Ensure modifications to Redfern Railway Station and other infrastructure cater to people with a disability. (*Lead Agency: RWA*)

## **PRIORITY 16**

### **REDUCING SOCIAL ISOLATION**

#### **Issue**

Older people, people with poor English language skills, people with disabilities and people with physical and/or mental health problems are at particular risk of social isolation.

#### **Strategy**

Increase social inclusion in Redfern and Waterloo through enhanced community engagement, community building and service delivery strategies.

#### **Rationale**

Recent research from the United Kingdom identified seven key characteristics that are most strongly related to an older person experiencing multiple elements of social exclusion. These are:

- being aged 80 years or over;
- living alone, having no living children;
- poor mental or physical health;
- limited or no access to private car and never using public transport;
- living in rented accommodation;
- having a low income with income support payments as the main source of income; and
- limited or no access to a telephone.

The Redfern-Waterloo area has a higher concentration of older people (65 years or over and 45 years or over for Aboriginal people) compared to the greater Sydney or the rest of NSW. This is particularly the case for the public housing neighbourhoods in the area where approximately half the population does not speak English at home.

There is also a significantly higher proportion of lone person households in the area. The majority are located in Waterloo and house older people living in public housing.

Areas containing high concentrations of public housing are often associated with high levels of social exclusion. Strategies that draw on community strengths and relationships within the community can assist to generate and increase social interaction.

#### **Forum comment**

Key issues raised at the Forum include:

- Examining the provision of retirement village type accommodation on the public housing estates.



- Locating more services on the public housing estates and improving access to existing community rooms.
- Improving service coordination, communication and continuity.
- Enhancing opportunities for volunteering particularly among new residents to the Redfern-Waterloo area.
- Providing volunteers with appropriate resources, supported by a network of trained paid professionals.
- Making better use of General Practitioners to identify isolated people.
- Making better use of established community networks, such as the Older Women's Network (OWN) to identify and assist isolated people.
- Extending Housing NSW assistance contact hours.
- Establishing a multipurpose, accessible neighbourhood centre.
- Introducing Neighbourhood Watch and other community policing initiatives to assist residents to look out for each other.
- Providing extra support for single mothers with no family networks.
- Developing a Redfern-Waterloo Community-Police compact to prevent crime and reduce perceptions of crime.

## Actions

- Increase community engagement and community building initiatives that promote informal contact between people by introducing a community development project for Redfern and Waterloo consistent with the Housing NSW's Community Regeneration Strategy. This project should include: (*HNSW, CoS, NSW Police, RWA, NGOs, NABs*)
  - undertaking community safety audits with the support and assistance of tenants;
  - expanding on the current Memorandum of Understanding (MOU) between Police and Housing NSW to encourage the sharing of information about criminal behaviour on Housing NSW property;
  - identifying 'mini-mayors' or 'safety ambassadors' as contact points for tenants seeking information and reporting incidents;
  - improving access to information about available services and activities;
  - improving audits and management systems of maintenance such as repairing lights, doors and removal of graffiti;
  - identifying community facilities and other assets;
  - fostering and encouraging more effective tenant and community groups;
  - ongoing community consultation on community regeneration projects;
  - promoting tenants' use of community rooms and facilities in high-rise and other projects on estates;
  - providing ongoing support for the Redfern and Waterloo Neighbourhood Advisory Boards (NABs);

- introducing community arts projects to encourage tenant interaction as well as mentorship;
  - holding regular community events such as community celebrations, barbeques, storytelling and other recreational activities;
  - giving greater consideration to current tenants' needs in the allocation of new tenancies;
  - ensuring existing and new allocation policies give consideration to meeting the needs of new tenants; and
  - developing ongoing interaction between the Surry Hills, Redfern and Waterloo Neighbourhood Advisory Boards (NABs) to share experiences and successes.
- Actively engage people in crime prevention and other strategies that help reduce fear of crime in the community. *(Lead Agency, CoS: Supporting Agencies: NSW Police, NGOs, HNSW)*
  - Implement good neighbour projects. *(Lead Agency: HNSW, , Supporting Agencies: CoS, NGOs, CRC)*
  - Develop strategies to promote lifelong learning for older people in the community. *(Lead Agency: Australian Government, Supporting Agencies: TAFENSW, DADHC, CoS, HNSW, NGOs)*
  - Involve older people in classroom and school activities *(Lead Agency: DET);*
  - Increase access to *Families First* and *Aboriginal Child, Youth and Family Strategy* initiatives. *(Lead Agency: DoCS)*
  - Develop joint community activities (including cultural and social events, community safety projects, improving public spaces and maintaining community gardens). *(Lead Agency: CoS, Supporting agencies: HNSW, CRC, NGOs)*
  - Examine the need for and feasibility of enhanced community facilities in the Redfern-Waterloo area in line with the City of Sydney's *Community Facilities Strategy*, *(Lead Agency: CoS)*

## PRIORITY 17

### IMPROVING ACCESS TO LOCAL AND COMMUNITY TRANSPORT FOR PEOPLE WHO ARE TRANSPORT DISADVANTAGED

#### Issue

Transport is a key service for communities. People need transport that is safe, reliable and affordable so people can get to work, educational and health facilities such as schools and hospitals, go shopping and socialise. Access to transport assists people to participate in a wide variety of everyday activities that can reduce people's feelings of isolation and improve their health and wellbeing.

There are people who are transport disadvantaged living in the Redfern and Waterloo area who find it difficult to access transport services to meet their everyday needs. Certain factors preventing people from accessing transport services may include:

- age and frailty;
- disability;
- availability and physical accessibility of transport services;
- cost of transport: Some people find the costs of personal or public transport are high and unaffordable. These financial barriers are reflected in areas that have high rates of unemployment and people living on low incomes;
- services and activities being located in places that are difficult for people to travel to; and
- personal safety and security. Some people are unwilling to use public transport or walk to key services because of their perceived fear of crime.

Community Transport services are organisations that receive government funding to provide transport services to frail older people, people with a disability and their carers and to people who are transport disadvantaged who do not have access to public transport. Key issues for Community Transport providers include:

- The increasing demand for Community Transport services particularly for people requiring transport to and from hospital for a doctor's appointment or therapy.
- The provision of culturally appropriate services is an ongoing issue for Community Transport providers. For example, for many Aboriginal people affordable transport to funerals is an issue.
- People requiring Community Transport services are often very frail, have more complex care needs and may require more than one service. This places extra demands on services and may lead to people who only need assistance, occasionally, missing out.
- Providing services to people living on very low incomes can place additional financial pressures on services. If people do not have the capacity to pay for

the community transport service they are still provided with a service. The service provider pays the full cost of this service.

- Due to the changes in the City of Sydney boundaries there are numerous service providers providing community transport, particularly shopping services. This may cause duplication of service and confusion for some users unable to identify the types of services available.

## Strategy

Improve transport options for frail older people, people with a disability and their carers and people who are transport disadvantaged living in the Redfern-Waterloo area.

## Rationale

A number of factors need to be considered to improve people's access to transport in transport disadvantaged areas like Redfern–Waterloo. These include:

- People living on lower incomes who do not own a car need access to good public transport, fares that are affordable and a community environment that encourages walking and cycling.
- As there are more older people living in the Redfern-Waterloo area compared to the rest of the City of Sydney Local Government Area (LGA), there is a greater need for safe and accessible transport.
- Transport to medical facilities is important for older people particularly as people age and become more frail. Services need to be provided in a culturally appropriate manner so that eligible people can access community transport services.
- Targeted transport information in relevant languages, plain English and delivered in an accessible manner.
- Greater co-operation and communication between all transport providers, hospitals and other key agencies in the City of Sydney LGA in the delivery of transport services for residents of the City of Sydney LGA, including residents in the Redfern-Waterloo area.

## Forum comment

Key issues raised at the Forum include:

- Expanding options for community transport to address the high demand for services.
- Improving planning between key government and non-government agencies to address health-related transport issues in the area.
- Improving transport connections to the Royal Prince Alfred Hospital for people requiring health investigations or those visiting patients.
- Making better use of existing available community buses in the area. There needs to be a central point to access buses and drivers and consideration

needs to be given to insurance, petrol, rental and driver costs. An audit of vehicles and their usage could be undertaken.

- Encouraging clubs and other recreation outlets to provide or sponsor community transport.
- Improving disability access to community buses and other vehicles.
- Involving bilingual staff or volunteers in organising community transport for migrant groups.
- Improving public bus services including access to stops, routes and availability after 6pm.
- Developing a directory of transport services.
- Providing transport to funerals, particularly for Aboriginal people.
- Encouraging taxis to come into the Redfern-Waterloo area.
- Developing a taxi service modelled on the service provided in the Willoughby area.
- Meeting the needs of transient people coming to local hospitals for treatment. Some leave hospitals at night and wander the streets. They are not identified by hospitals as homeless or in need of shelter.
- Developing strategies minimise reliance on community transport by giving people more opportunities to shop and use health and other services in the local area.

## Actions

- Establish a Transport Working Group for the Redfern-Waterloo area to improve transport for frail older people, people with a disability and their carers and people who are transport disadvantaged by: *(Lead Agency: MoT, Supporting Agencies: NSW Health, DADHC, community transport providers, public transport providers, taxi operators, key stakeholders and community members)*
  - identifying gaps in transport services across the community; and
  - work with stakeholders to develop local transport solutions
- Work with funded community transport agencies to provide more culturally appropriate services to frail older people and people with a disability and their carers. *(Lead Agency MoT)*
- Involve bilingual staff or volunteers when organising and providing community transport to migrant communities. *(Lead Agency: Community transport providers; Supporting Agencies; CRC, NGOs);*
- Develop a directory of community transport service options to make it easier for service providers and shopping service users to know which service they require and which are available. *(Lead Agency: Metro Sydney Transport Development Project)*
- Address health related transport issues in the area in line with the Transport for Health Policy Directive. *(Lead Agency: NSW Health, Supporting Agencies: DADHC, MoT, community transport providers)*

- Improve transport connections to the Royal Prince Alfred Hospital and shopping venues. (*Lead Agency: South Sydney Community Transport, Supporting Agency: CoS*)
- Ensure service planning by government and non-government agencies takes into account transport needs of the populations serviced by those agencies. (*Lead Agency: Human Services CEOs Committee of Cabinet*)

## **PRIORITY 18**

### **IMPROVING SAFETY AND AMENITY**

#### **Issue**

Poor amenity in and around the Redfern-Waterloo public housing estates can contribute to social isolation and lower levels of community interaction. This can also encourage anti-social behaviour and heightened perceptions of crime and lower community safety.

#### **Strategy 1**

Improve general amenity by revitalising community facilities, improving housing options, public open spaces and providing a greater range of human services within close proximity to public housing tenants.

#### **Strategy 2**

Implement community engagement and community building programs and strategies in Redfern-Waterloo that encourage intergenerational initiatives and build on actions outlined in Phase 1 of the Human Services Plan.

#### **Rationale**

Residents, especially older people, living on the Redfern and Waterloo public housing estates have personal safety and security concerns. This means they tend not to go out into the wider community after mid-afternoon and often prefer to isolate themselves in their home.

Supporting efforts to enhance positive connections between younger and older people can benefit families and the broader community. Positive interaction between younger and older people strengthens relationships and reduces the likelihood of generations becoming disconnected or separated from each other.

The role older people play as role models, care providers and educators is important in all communities especially in Aboriginal families, where respect for Elders is an important contributor to keeping families strong and culture alive.

Developing housing options that bring older people together and provide more supportive living environments can also do much to reduce social isolation and improve levels of personal safety and well being.

Initiatives that have been shown to be effective at bringing younger and older people together and bringing about change in communities include, creative arts projects and volunteering in community support, mentoring, crime prevention or environmental improvement activities.

Also important are events that:

- enhance participation and decision making in community activities;
- provide older and younger people with a valued community role and identity;

- enable the strengths of one age group to benefit another;
- develop new community networks and support systems that increase social capital and enhance the resilience of children and young people;
- reduce community tensions and misunderstandings between older and younger people; and
- help young and older people to feel less marginalised or excluded from their local community.

### Forum comment

Key issues raised at the Forum include:

- Addressing a sense of fear among older people who perceive their neighbourhoods to be unsafe.
- Addressing concerns over street drinking and street crime.
- Aged care facilities in the area.
- Building on existing public housing safety and security initiatives.
- Increasing positive interaction between young people and older people.
- Providing people more than 55 years of age with separate housing.
- Encouraging community use of public spaces.
- Building on Seniors' Week activities that encourage intergenerational contact and understanding.
- Reaching a balance between open spaces and security needs.
- Reducing tenants' fears over government future directions on housing policy in Redfern-Waterloo.
- Increasing communication between government departments and the local community.
- Providing more activities for older people in public housing.
- Extending community development initiatives modelled on the Northcott public housing estate project.
- Addressing concerns over an ageing housing stock and back log of maintenance.
- Reducing people's fear of reporting crime.
- Reviewing tenancy policies as a means of preventing and reducing crime.

### Actions

- Identify partnerships under the *Housing and Human Services Accord* to improve the level of support for older people with medium and high support needs. (*Lead Agency: HNSW, Supporting Agencies: Human Services Agencies, NGOs*)
- Examine the need for and feasibility of providing additional aged care facilities in the Redfern-Waterloo area. (*Lead Agency: Australian Government, Supporting Agencies: DADHC, RWA, CoS*)
- Improve housing amenity and services for older people by: (*Lead Agencies: HNSW, CoS, Supporting Agencies: RWA, tenant groups*)



- developing partnerships between Government and non-government agencies which improve support available for seniors living on public housing estates;
- examining the need for and feasibility of providing seniors only housing through reconfiguring or modifying some of the existing high-rise housing stock on the Redfern-Waterloo public housing estates so that it is better suited to the needs of older people;
- ensuring reconfigured housing options support older tenants with high needs by enabling them to be located with or near carers or family support;
- ensuring age-related housing allocation policies take the different average life expectancies of different cultural groups into account; and
- actively engaging older people in planning and implementing urban renewal strategies and improving the use of public space in and around the Housing NSW estates (including more outdoor seating for older people).
- Develop safety initiatives focussed on older people that build on the Housing NSW's *High Rise Strategy* and *Older Persons Strategy* as well as the City of Sydney's Redfern-Waterloo Community Safety Taskforce including: ( *HNSW, NSW Police, CoS, NGOs*)
  - reviewing current and future Housing NSW maintenance work plans;
  - actively engaging older people in developing crime prevention and other strategies that will help reduce fear of crime in the community;
  - addressing community safety issues such as uneven footpaths, low hanging trees and poor lighting in public areas;
  - conducting regular safety audits in Redfern-Waterloo;
  - involving older people in safety programs by working with seniors groups and Neighbourhood Watch;
  - improving access to community facilities such as libraries, computer rooms, meeting rooms and community kitchens;
  - developing intergenerational activities to encourage older people outdoors and engaging with young people (including sporting events, Aboriginal men's and women's group activities and young people's street theatre); and,
  - investigating the use of affordable technologies such as phones, alarms, computers and alarm systems to improve safety in public housing estates.

## IMPLEMENTATION AND REFORM FRAMEWORK

The Redfern-Waterloo Human Services Plan identifies a four stage reform process. The four stages are:

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

Implementation of the Human Services Plan is 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 chairs an Implementation Senior Officers Group (ISOG) comprising:

- NSW Health;
- Department of Education and Training (DET);
- NSW Department of Community Services (DoCS);
- Housing NSW (HNSW);
- Aboriginal Housing Office (AHO);
- Department of Aboriginal Affairs (DAA);
- Department of Ageing and Disability Home Care (DADHC);
- Department of Juvenile Justice (DJJ);
- Ministry of Transport
- NSW Police – Redfern Local Area Command;
- NSW Attorney Generals Department;
- NSW Treasury; and
- NSW Community Relations Commission.

The ISOG:

- establishes taskforces and working groups to implement the actions in the Plan;
- invites representatives of the Australian Government, the City of Sydney and local service providers to participate on taskforces and working groups

where appropriate;

- supports the Human Services Ministerial Advisory Committee (HSMAC) which will serve as a reference point for community participation and client feedback; and
- undertakes ongoing monitoring and review of outcomes delivered over the life of the 10 year Redfern-Waterloo Human Services Plan.

Key tasks for ISOG include:

- ensuring the effective and speedy implementation of actions identified in Phase One and Phase Two of the Human Services Plan;
- implementing the evaluation framework;
- developing and implementing 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**

Since the release of Phase One of the Plan in December 2005, the ISOG has established service groups to assist in implementing the actions. They include:

- Youth Services Taskforce;
- Family Violence Taskforce; and
- Community Capacity Building Taskforce

The Taskforces and working groups provide advice on:

- Service specifications for organisations within each service provider group;
- Client outcomes; and
- 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:

- Streamlining compliance and reducing associated costs for funded non-government organisations as it relates to provision of services for Redfern-Waterloo residents.
- Enhancing the capacity of local non-government services to utilise information technologies.
- Standardising and streamlining client intake, assessment and referral processes.

## Evaluating results

The Human Services Plan includes the development of evaluation measures. This involves:

- review and evaluation 18 months after the release of the final Human Services Plan and thereafter biennially;
- setting clear targets for improvements in each of the ten priorities over the first three years of the Plan and in subsequent years;
- measures of success against actions; and
- identification of benchmarks set by existing overarching government programs and strategies.

The ISOG has developed an Evaluation Framework to assess 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 also participate in the evaluation process.

## **METHODOLOGY**

The Action Plan will be developed and implemented in three stages.

### **Stage 1 – Preparation (June, 2008 – June, 2009)**

The preparation stage sets the foundations for reform and encompasses services providers delivering services to the population groups in Phase 1 and Phase 2 of the Human Services Plan. They include:

- Identifying current reform initiatives being developed by the NSW Government relating to human services which can be implemented in Redfern-Waterloo;
- Identifying and mapping the number of service government and non-government services operating in Redfern and Waterloo;
- Identifying the number and size of non-government organisations delivering services solely in the Redfern-Waterloo area;
- Identifying service groupings and individual services to be reformed;
- Setting minimum service standards to benchmark and evaluate service performance relating to agreed initiatives in the Human Services Plan; and
- Identifying lead agency responsible for driving changes in each service grouping.

### **Foundations for reform**

1. Identifying current reform initiatives being developed by the NSW Government relating to human services which can be implemented in Redfern-Waterloo, including;
  - a. Outcomes based funding agreements;
  - b. Strengthened service monitoring requirements; and
  - c. Service standards.

2. Identifying and mapping the number of service government and non-government services operating in Redfern and Waterloo as well as:
  - a. The services they provide and investment for each service grouping;
  - b. List of funded NGOs in Redfern-Waterloo; and
  - c. List of programs (and funding for each program) provided by each NGOs.
3. Identifying the number and size of non-government organisations delivering services solely in the Redfern-Waterloo area;
4. Identifying service groupings and individual services to be reformed. This process will be undertaken in concurrence with the following actions:
  - a. Implementing strategies and action identified in Phases 1 and 2 of the Redfern-Waterloo Human Services Plan to inform reform;
  - b. Identifying evidence base for implementing reform;
5. Setting minimum service standards to benchmark and evaluate service performance relating to agreed initiatives in the Human Services Plan, over time, using the existing generic quality standards framework as a starting point (including integration of outcomes, client satisfaction etc).
6. Identifying lead agency responsible for driving changes in each service grouping.

## **Stage 2 – Implementation of Human Services Plan Phase 1**

Stage 2 deals with the implementation of reform actions identified in Phase 1 of the Human Services Plan and which focus on services for young people, services for Aboriginal people and services for children and families. This stage also commences implementation of service reforms outlined in the Implementation Action plan Schedule attached to this document.

Implementation includes:

1. Establishing implementation groups to monitor implementation of actions in the Plan and service reform initiatives:
  - Youth services (December, 2005)
  - Family Violence (March, 2006); and
  - Community Capacity Building Taskforce (March, 2006);

2. Negotiating reform, capacity building and new service specifications (these are to be included in NSW, Australian Government and local government agencies' funding and contractual arrangements);
3. Identifying organisational responsibilities and timeframes for implementing changes;
4. Implementation of additional service specifications relating to provision of services specifically to Redfern-Waterloo residents; and (June, 2009)
5. Quarterly monitoring of implementation by funding agency and RWA. (June, 2009)

### **Stage 3 – Implementation of Human Services Plan Phase 1 and Phase 2**

Stage 3 continues the implementation of Phase 1 reform and commences the implementation of service delivery improvements identified in Phase 2 of the Human Services Plan. Phase 2 covers services for older people, services for people with disabilities, services for migrant communities and services for homeless people.

Implementation includes:

1. Identifying service groupings to implement actions in the Plan and service reform. Groupings will include a Dementia Taskforce, Migrant Communities Working Group, and a Disability Services Working Group (October 2008);
2. Negotiating reform, capacity building and new service specifications (these are to be included in NSW, Australian Government and local government agencies' funding and contractual arrangements);
3. Identifying agency responsibilities and timeframes for implementing changes;
4. Finalisation of additional service specifications relating to provision of services specifically to Redfern-Waterloo residents (June, 2009); and
5. Quarterly monitoring of implementation by funding agencies and RWA.

#### **Monitoring and evaluation (July, 2007 – July, 2010)**

The monitoring of implementation of service and baseline organisational standards will be carried out by the RWA and partner agencies on an ongoing basis through the Human Services Plan's biennial evaluation process.



