

Addendum - Community Wellbeing Service Delivery Review

Introduction

Historically, the service has been driven by a traditional community development target group approach. This service delivery review provides an opportunity to reflect and consider a strategic and appropriate model going forward.

In recent years, Council has also been working with the 5 Ways to Wellbeing Framework.

This addendum together with the Community Wellbeing Service Delivery Review (conducted by The Miller Group) provides recommendations for how to review the strategic direction and traditional delivery of the service, in response to projected changes in demographics together with the integration of a Wellbeing framework to the service.

Environmental Scan

Services

The Southern Highlands community is supported by services and programs delivered locally by groups and businesses within the Shire or agencies that service the local government area.

The Highlands Community Directory contains 284* listings including medical professionals, organisations, government agencies and support groups under the categories of:

- Aboriginal Services - 12
- Child Protection - 1
- Community Services - 45
- Culturally and Linguistically Diverse - 0
- Domestic and Family Violence - 6
- Employment Services - 2
- Food and Financial Assistance - 13
- Housing and Accommodation Services - 25
- Men's Services - 8
- Senior's Services - 19
- Women's Services - 10
- Alcohol, Drugs and Addictions - 10
- Children's Services - 52
- Counselling - 39
- Disability and NDIS - 24
- Education and Early Education - 60
- Family and Relationship Services - 28
- Health - 14
- Legal - 13
- Mental Health - 33
- Volunteering - 1
- Youth Services - 13

*Many services are cross listed in multiple categories.

Additionally, the Shire's geographical location and proximity to the Sydney metropolitan and Illawarra regions makes access to specialist services accessible for residents.

It should also be noted that in addition to the above there are groups, organisations and individuals within the community that contribute to the arts and culture sectors, including:

- Visual Arts/Artisans
- Musicians
- Performing Artists
- Literature
- Galleries
- Creative Industries

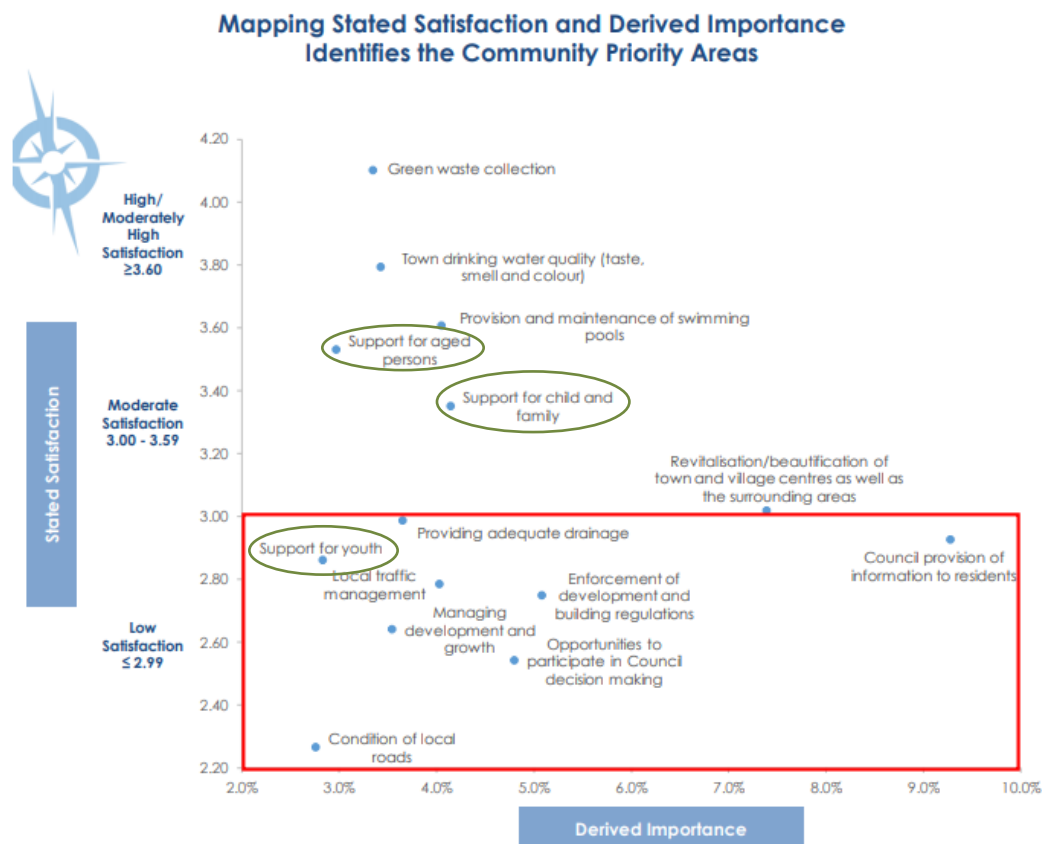
2019 Community Satisfaction Survey

The following is for consideration together with the information provided on pages 23 and 24 of the report.

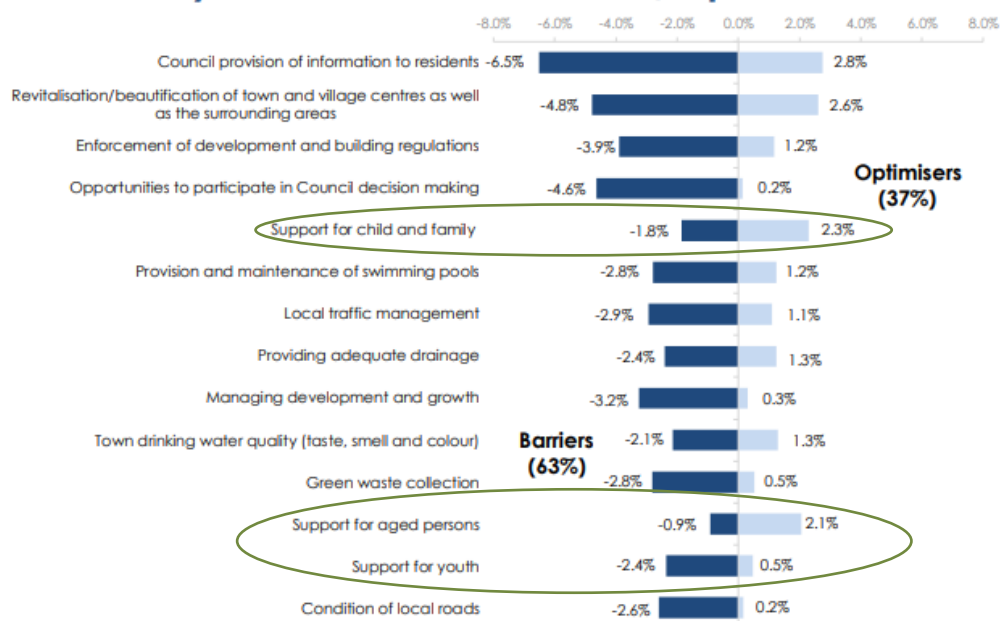
Of the 43 service/facility areas surveyed for importance and satisfaction the following service relevant attributes were identified in the top 14 indicators that contribute to 61% of overall satisfaction with Council:

- Support for child and family – 4.1%
- Support for aged persons – 3.0%
- Support for youth – 2.8%

Further, ‘support for aged persons’ and ‘support for child and family’ were identified as areas that could be targeted for optimisation. Whereas, ‘support for youth’ was identified as an area Council should look to understand resident expectation/more actively inform/engage residents of Council’s position and advocacy across these areas. **Wingecarribee Shire Council, Community Research 2019, Micromex Research.**



Key Contributors to Barriers/Optimisers



Population

The following is for consideration together with data provided on in table 7 on page 18 of the report.

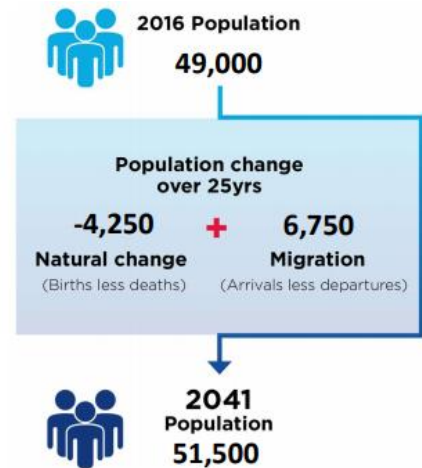
Age	2016	2021	2026	2031	2036	2041	Difference 2016-2036 (numerical)	Difference 2016-2036 (percentage)
0-4	2,594	2,155	2,209	2,205	2,106	2,066	-528	-25.56%
5-9	3,088	2,840	2,481	2,526	2,505	2,433	-655	-26.92%
10-14	3,180	3,287	3,066	2,758	2,798	2,765	-415	-15.01%
15-19	3,120	3,099	3,153	2,947	2,679	2,691	-429	-15.94%
20-24	2,084	2,282	2,200	2,186	2,012	1,795	-289	-16.10%
25-29	2,154	2,059	2,090	1,983	1,965	1,823	-331	-18.16%
30-34	2,167	2,324	2,223	2,171	2,055	2,045	-122	-5.97%
35-39	2,279	2,464	2,602	2,508	2,402	2,275	-4	-0.18%
40-44	2,998	2,602	2,820	2,963	2,876	2,733	-265	-9.70%
45-49	3,203	3,113	2,755	3,073	3,131	3,046	-157	-5.15%
50-54	3,320	3,268	3,177	2,857	3,103	3,245	-75	-2.31%
55-59	3,326	3,354	3,307	3,224	2,942	3,203	-123	-3.84%
60-64	3,296	3,496	3,529	3,493	3,422	3,175	-121	-3.81%
65-69	3,756	3,519	3,763	3,808	3,787	3,732	-24	-0.64%
70-74	3,265	3,752	3,604	3,881	3,940	3,936	671	17.05%
75-79	2,307	2,958	3,457	3,382	3,668	3,740	1,433	38.32%
80-84	1,472	1,879	2,432	2,896	2,883	3,160	1,688	53.42%
85+	1,389	1,598	1,969	2,568	3,242	3,632	2,243	61.76%

“2019 Populations Projections indicate that the population of Wingecarribee is estimated to increase by 2,500 people between 2016 and 2041, from 49,000 to 51,500. The movement of people around retirement age into Wingecarribee will drive the area’s future population growth.

The working age population (aged 15-64) is estimated to decrease by 27,950 in 2016 to 26,050 in 2041 – a change of 1,900.

The number of children aged 14 and under is estimated to change by 1,600 children, from 8,850 in 2016 to 7,250 in 2041.

The number of people aged 65 and over is estimated to increase from 12,200 in 2016 to 18,200 by 2041 – a change of 6,000.”

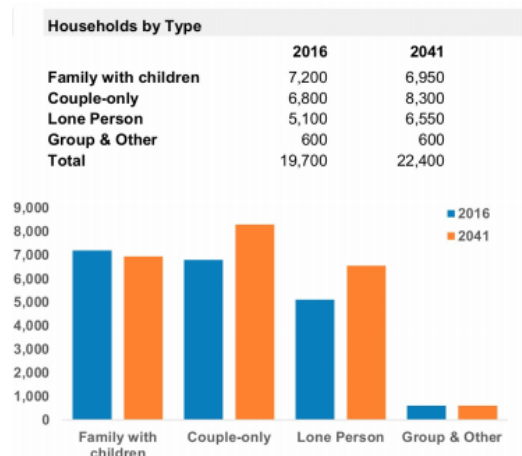
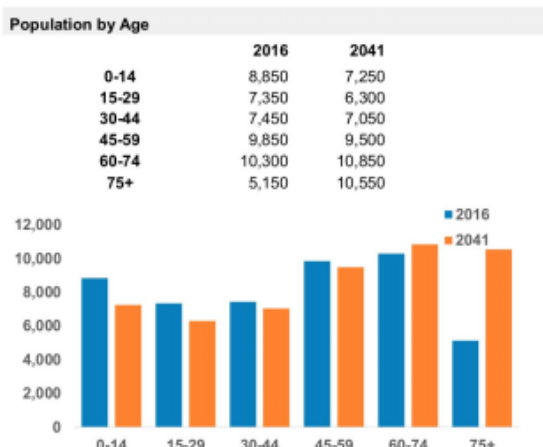


Wingecarribee Shire Council 2019 - NSW Population Projections, <https://www.planning.nsw.gov.au/-/media/Files/DPE/Factsheets-and-fags/Research-and-demography/Population-projections/2019-Wingecarribee.pdf> - Department of Planning accessed 2 January 2020.

The predicted shift in population structure with an overall reduction in all age groups from 0-4 through to 65-69, will result in Council needing to review and possibly consolidate the approach in these areas. Whilst there is a projected drop in age ranges 30-34 through to 65-69, these are all less than 10%. Whilst not large reductions individually, when considered cumulatively with all age groups there is a total reduction of 3,538 projected.

In contrast, the 70-74 through to 85+ age groups are predicted to increase. The largest of those increasing are the 80-84 age group at 53.42% and 85+ at 61.76%. A considered approach is required to ensure that Council is servicing this growing sector of the community, whilst complementing the large number of providers servicing the Southern Highlands.

The shift in population is highlighted when looking at the 60+ age groups. In 2016 this group accounted for 30% of the total population, in 2041 the 60+ group is projected to make up 40% of the Southern Highlands population.



Wingecarribee Shire Council 2019 - NSW Population Projections, <https://www.planning.nsw.gov.au/-/media/Files/DPE/Factsheets-and-fags/Research-and-demography/Population-projections/2019-Wingecarribee.pdf> - Department of Planning accessed 2 January 2020.

Gaps and emerging issues

Children and Families

It is noted that Children and Families are currently not a target group for the Community Wellbeing service.

It is not evident why this population segment has not been a focus. However, the current target groups for the service have been in place for some time without revision.

Whilst projections show that these age groups of the population are expected to decrease over time (except for the 35-39 age group which is expected to remain steady), Council does not have a coordinated approach in supporting children in early years (birth to eight years of age), middle years (eight to 12 years of age) and families more broadly.

Whilst other Council services, such as Children's Services service some of this demographic, it is a relatively small market share of one element i.e. childcare, specifically Family Day Care coordination and one Out of School Hours service.

There are many aspects that may be important to the children and families of the Shire, that are not a focus for the service, including:

- Learning and development e.g. assess target areas based on Australian Early Development Census data
- Social connection e.g. children can play and explore in local neighbourhoods, reduce social isolation of new parents/residents.
- Wellbeing e.g. link vulnerable families with services, promote mental health support.
- Safety e.g. knowledge of road, cyber and pool safety, enhance awareness of child protection
- Opportunities for participation e.g. engage with children on matters that affect them.
- Information provision e.g. awareness of local services, programs and infrastructure.

Defining Council's role in supporting children and families in the delivery of the Community Wellbeing service will be required, in order to round out the service to focus on all demographics.

Aboriginal Community Cultural Centre

At the end of 2019 following a multi-phased consultation process the Aboriginal Community Cultural Centre (ACCC) has been leased to the Illawarra Local Aboriginal Land Council (ILALC) for a 99 year term.

Council will need to monitor the programs, services, resources and roles established by the ILALC at the ACCC as they are developed and implemented, in order to ensure the community wellbeing service remains complementary and without duplication.

Additional comparative analysis

Campbelltown City Council (CCC)

In May 2017 a review was conducted of the traditional target group based model, which found:

- The target group model was segmenting in itself and not inclusive
- Staff were not building capacity and community had a learned helplessness and reliance on Council.

Target groups were removed and transition made to the following teams:

- Social planning and partnerships - 4 Fulltime Equivalent (FTE) + 1 temporary
- Place management - 4 FTE + 2 x temporary
- Community events - 3 FTE

Each team has a Coordinator who reports to the Manager Community Life.

Four strategic priorities areas were set to focus and guide resource allocation:

1. Domestic violence
2. Youth partnerships
3. Childhood obesity
4. Indigenous community

Wollondilly Shire Council

Community Project and Events is one of four teams sitting within Community Outcomes (with Libraries, Children's Services and Communications and Engagement).

Staffing includes Team Leader and 1.6 FTE Community Project Officers focussing on traditional target groups and issues, committees (senior and youth) and events/weeks.

A Health and Wellbeing Strategic Planner within the Strategic Town Planning section works closely with the team, addressing gaps with exist within the social planning space, due to team priority and focus on target groups and issues. A good working relationship with the asset planning team is in place. Co-location within the building and representation on the DIAP Committee was identified as contributing factors.

A fulltime community outreach position is delivered via the Dilly Wanderer outreach bus. The service is activated through children's play opportunities for parents and carers often with guest speakers on topical issues and also provides information on community activities.

Additionally, a Community Events team of 1.8 FTE work with the community project officers to deliver events within the community development space, as well as civic events. An internal bid for an additional part time events resource is being undertaken, due to community demand for events.

The teams work is driven through Delivery Program, no other strategies or plans are in place (except the Disability Inclusion Action Plan).

In conjunction with redevelopment of the Civic Centre and Cultural precinct an internal bid for an Arts and Culture Officer is being undertaken.

Approaches to community development

There are many approaches or models of community development that can be used to guide Council's service delivery. Below is a short description of the recommended approach and tool.

Asset Based Community Development

Asset Based Community Development (ABCD) is a version of community development that focusses on community 'assets' rather than needs, with the following principles:

- Appreciate and activate individual and community talents, skills and assets (rather than focusing on problems and needs).
- Community-driven development (rather than driven by external agencies).
- Mapping capacities and assets of individuals, associations and local institutions.
- Building a community vision and plan.

An asset approach values the capacity, skills, knowledge, connections and potential in a community for sustainable development. Compared to a deficit approach which focusses on needs and deficiencies, designing services and programs to fill gaps and fix problems.

5 Ways to Wellbeing

In recent years Council has been using 5 Ways to Wellbeing, as a tool to focus elements of service delivery and also internally with staff programs.

With an increasing focus on mental health throughout the community, 5 Ways to Wellbeing (Connect, Be Active, Keep Learning, Be Aware, Help Others) touches on mental wellbeing as well as psychological, social, emotional and spiritual wellbeing.

5 Ways to Wellbeing is seen as complementary to the approach or model Council uses to guide the Community Wellbeing service going forward.

ABCD together with 5 Ways to Wellbeing and underpins the aspirations, goals and strategies outlined in the Community Strategic Plan – Wingecarribee 2031, particularly for the People theme.

Recommendations

1. Conduct a strategic workshop with Community Wellbeing staff and Executive to:
 - a) Review the traditional model based on target groups that also supports Council's commitment to wellbeing (including children and families).
 - b) Develop strengths based approach to enable transition to generalist roles (noting the need to retain an identified aboriginal position).
 - c) Consider the appropriateness of the following activities to the service core business:
 - i. Review relevant Council committees.
 - ii. Community Assistance Scheme and community donations process to ensure transparency and appropriate governance measures are in place
 - d) Set strategic priorities areas to focus resources
2. Develop a change management and communication/engagement plan to assist implementation of any changes resulting in current service delivery following completion of Recommendation 1, for both internal and external stakeholders.