

Shire of East Pilbara
Report into
Youth and Family
and Children's
Services Delivery
– Marble Bar

March 2014



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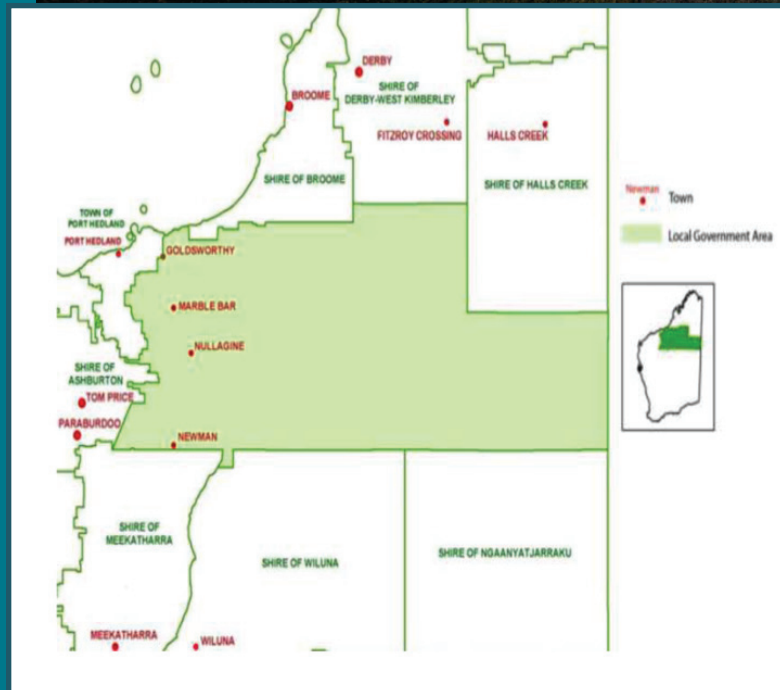
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Introduction

The broad goal of the Youth, Family and Children's Services project is to provide a process that will enable continuous improvement to these services and their delivery in Marble Bar. The development of a model and community involvement that enables constant review and accessibility of these services will contribute to a more long-lasting solution that provides an enduring and sustainable progression to improving liveability in Marble Bar.

One of the key components is a structure and process that allows the Marble Bar community to have more direct say in planning and service delivery to achieve realistic improvements pertinent to the Marble Bar community.

By adding capacity and strengthening the Marble Bar Community Resource Centre to benefit from opportunities from changes proposed by the Western Australian State Government, the Marble Bar community will be enabled to be at the forefront of improving local liveability and lifestyle.



Objectives of Youth and Family and Children's Services Project

The objectives of the project are outlined below:

Objective	Objective	Comment
1 Identify gaps in services	Ascertain the gaps with services and service providers and the reasons for these disparities in services	The community identified key gaps in infrastructure and services relating to community liveability within the Marble Bar community. These issues were collaborated with service delivery including the Population Health (WA) Multi-Disciplinary Team which supports health and allied health services to the Marble Bar community. The Population Health (WA) Multi-Disciplinary Team has not been directly in contact with the community to receive client comment or explain the service delivery process. The Shire of East Pilbara has responded to requests for improved connections, especially in recreation and youth development.
2 Identify best practise for service delivery	Research the methods of service delivery and where possible establish benchmarks, key performance indicators and relevant government policy to provide high standards for improved service delivery as part of any recommendation	The Marble Bar community suffers from incremental adjustments to government service delivery that has meant the community is not aware of many of the changes that have occurred. Many changes are due to restrictions on funding.
3 Recommend models for service delivery	Undertake research to form models that provide a method of service delivery suitable for communities in the Shire of East Pilbara	The Marble Bar community would benefit from a wider model for government and agency services delivery (which includes non government organisations (NGOs) support). Consequently any modelling should be addressed within the broader context of the Shire of East Pilbara.
4 Recommend development of infrastructure	Propose infrastructure developments that will improve service delivery	The key focus of this report has been the need for the community to be able to use a community based bus for community purposes such as sporting, social and other activities for all groups and residents of the Marble Bar community.
5 Propose a governance model(s) for continuous improvement	Recommend provision for governance to sustain the youth, family and children's services into the future	Whilst there has been a lack of consultation by external service providers to the Marble Bar community, the Shire of East Pilbara has been in constant contact. The Marble Bar Resource Centre should be considered as a central point of contact and act as a referral group.



Methodology

This report is intended as a brief summary of the project, its aims, methodologies and key findings. It is intended to provide actions and directions for immediate implementation. More detailed information, background data and other extended discussion issues, results and conclusions is contained in separate documents available on request.

The project consisted of two overlapping stages. The first stage involved mapping the services, service providers and the gaps. The second overlapping stage involved identifying the improvements required for services to the Shire of East Pilbara based on establishing models, benchmarks, key performance indicators and opportunities through government policy.

1	Research and data collection	Involved service provider workshops, surveys and individual interviews; agency and NGO interviews; local community group interviews; research on State and Federal Government policy implications; establishment of any benchmarking or identification of service delivery KPIs of all levels of government; research on successful models to assist in implementing the project; individual community discussions; analysis of statistics and data.
2	Analysis and identification of gaps	Identified gaps in various services and links to government policy; community development initiatives that might contribute to liveability, infrastructure or services.
3	Preliminary findings report	Reported to service providers and Steering Committee a summary of key gaps and general directions to enable review for comment.
4	Draft Report	Recommendations, actions and priorities for infrastructure needs; service improvement in service delivery; various models that might apply to service delivery and a local model for governance of the youth, family and children's services sector based on best practice for the Shire of East Pilbara; identification of alignment with government funding in order to achieve long term support for any recommendations if possible.
5	Community comment	Presentation of final draft report for community comment to seek the views and comments on the report. Discuss directly with key groups affected by the recommendations.
6	Final Report	Finalise report for presentation to Council including background supporting documents.



Outcomes and Supporting Research

1. Background

The delivery of services to Marble Bar are currently provided through individual organisations including the WACHS, Population Health Multi-disciplinary Team, the Shire of East Pilbara and non-government organisations (NGOs) such as EPIS, who provide special single issue services. Marble Bar has a resource centre with a Board based in Marble Bar.

The Western Australian State Government policy enables every citizen of the state to have access to all services. Of most concern to the Marble Bar community is health and allied health services. Many of the current health and allied health services delivered into Marble Bar is through Port Hedland based state government offices, who are not only the funder and service provider but also the service deliverer. The primary deliverer of health and allied health services to Marble Bar is through the WACHS and Population Health (WA) Multi-Disciplinary Team which provides the following services that include community mental health services, remote area nursing, general practice, visiting allied health services and community nursing.

Where other services are required, the preference of the Western Australian State Government is utilising NGOs capable of delivering the services, but often the NGOs are not present. In some instances, services can be delivered by a Community Resource Centre (CRC).

The Shire of East Pilbara also delivers services, primarily in youth and community services. The Shire of East Pilbara's contribution to youth services is exceptional. It has accepted services costs (as a local government service) and is one of the highest contributions in Western Australia. Other service providers include EPIS and services for the Indigenous community.

Policy Framework of State Government

The delivery of services to Marble Bar must be mindful of the current state government policy for service delivery. The West Australian State Government's policy prefers to deliver services through NGOs where possible. The basis for supporting NGOs is their strong link to the community and involves community input into service planning and service delivery.

Service delivery must also recognise the restrictions associated with government program directions, including limitations of budget and managing risk when determining gaps or demand for services. State government services have the capability to deliver some services locally whereas other services may only be received from regional centres or through an established practice with specialised services delivered in Perth.

A recent review of the Community Resource Centre Network instigated by the Western Australian State Government indicates significant opportunities for development of Community Resource Centres (CRCs) as a model for delivery of services. The Western Australia State Government broadly supports the recommendations which include delivering government information, coordinating services and utilising CRCs as a planning and service delivery model. In the Pilbara, the review recommends expansion of the CRC system. One of the review recommendations supported by the Western Australian State Government is to work with local government to develop and implement the recommendations of the review.

Mapping and Gaps in Services

In Marble Bar, the maintenance of services is critical. The key outcomes of the study have indicated the following which include:

- An inadequacy of coordination of services including bundling of services for more efficient service delivery
- A lack of coordinated data
- Information relating to accessing all local services is generally deficient
- The flexibility of having a community bus for accessing services and broad community use
- The absence of local input into service planning and delivery.

The recommendations to address the above mentioned is the basis for continuous improvement of services being provided to each community.

Paramount to addressing improvements to service delivery is a coordinated approach at the local community level that engages any input into service planning or service delivery. The CRC model would provide for a local systematic approach to continuously provide local input, referral and be the key point for the local community for information relating to accessing all services being provided within each community.

This approach will develop processes to address key issues of services that change, need to be added or reduced depending on local demand or circumstances.

The review of CRCs and the Western Australian State Government response to the review report indicates it will commence implementation in July 2014.

A local coordinated approach to service delivery and planning also acknowledge different methods of service delivery including delivery of services to the community, allowing clients to attend the respective adjacent major centres for services where there may be specialisation available; or by receiving services via ICT methods. The combination of service delivery methods will ensure the best possible and cost effective delivery of services available to each of the communities.

Service Delivery Models

It is imperative there is an appropriate service model that suits each community based on a sustainable and long term community capacity to participate in service planning and delivery. Services in this case do not simply mean the capacity to receive health, allied health, youth or other services but engage the community broadly in wellbeing events and activities and provide opportunities for the communities to be more involved in their future directions and wellbeing. Any model must achieve:

- Coordination
- Community input service delivery and planning
- The capacity of each community to act as a service deliverer.

The following models are available for consideration to enable service delivery:

a) The current model of service delivery

Each service funder arranges its own method of service delivery. The state government would primarily use the multi-disciplinary team, the Shire of East Pilbara would provide its own services and NGOs, such as EPIS, would continue to provide their own specialised services. The role of the CRC remains similar to present.

b) A coordinated model based on CRCs

The West Australian State Government has indicated its strong interest in supporting Community Resource Centres (CRCs) as a primary local model for local coordination of services, both economic and social.

This model would involve an expanded role for the CRCs to represent the community in service planning and delivery, in line with the recommendation of the review of the Community Resource Centre network.

By utilising model (b), Nullagine and Marble Bar can establish their own CRC Boards comprising local people. Attendance at local CRC meetings could include each service deliverer responsible for the coordination of services (this includes state government, commonwealth government, Shire of East Pilbara or any NGO service) to be part of local service planning and delivery through the individual Boards at Nullagine and Marble Bar.

The strength of the CRC is it provides a local coordinating body made up of a local community based Board which connects with all service funders, providers and deliverers of services. Each CRC Board can also act as an NGO and deliver services appropriate to the local community. As representatives of the local community, the CRC is able to innovate and make decisions on service delivery to meet the service funder outcomes or local community

activities, with service delivery likely to be more cost effective and responsive to local community needs.

Administrative support

The increased role, expectation and expansion of local CRCs as a local coordinating group expanded to meet the expectations of the Western Australian State Government requires highly competent management support for the Boards at both Nullagine and Marble Bar.

The management support must cope with often comprehensive, complex and most achievable methods of service delivery, coordination and sustainability, addressing the needs and development of the future roles expected from CRCs and delivered both efficiently and effectively to each local community. This administrative role includes the key responsibility of working within the proposed funding model of “fee for services” included in the review recommendations.

It is suggested through the method of electing a Board for each of the two communities (and in Newman) a single executive officer be engaged and be responsible separately to each Board to deliver services appropriate to each community. This would enable small communities such as Nullagine and Marble Bar to have access to the most qualified executive officer to manage the overall program, with the support through a local officer based in each of the two communities of Nullagine and Marble Bar.

This approach would also provide a more coordinated approach to avoid inefficiencies and duplication which may otherwise occur in the Shire of East Pilbara.

The following are the outcomes and key recommendations for improving liveability within Marble Bar:

2. Outcomes

Service delivery

Service delivery remains a key issue for the Marble Bar community. Effective provision of services to Marble Bar or enabling the community to easily access services in Port Hedland are the major priorities. One of the key outcomes is to promote the opportunity of WACHS and Population Health (WA) Multi-Disciplinary Team to discuss with representatives of the community matters relating to service delivery.

However, the issues of all services being delivered are more complex than discussions with a representative group and should explore the use of non-government organisations in context of service delivery implications within the whole of the Shire of East Pilbara. NGOs provide an opportunity for significant benefits to the Marble Bar community particularly if they can be bundled together with other services.

However, Marble Bar should remain linked into Shire wide planning for service delivery in order to ensure the best outcomes for Marble Bar.

Innovation

The use of technology to receive services must be considered for Marble Bar. The introduction of video conferencing links would provide a real opportunity for individuals to receive services on a regular basis even though this does not substitute for visits face to face.

Facilities

Marble Bar has good facilities and basic adjustments to these could meet any circumstances for service delivery to the community. The most significant request was for the Marble Bar community to have their own community bus to be used broadly by the community in groups to travel out of Marble Bar. This could apply to recreation, respite from Marble Bar, group tours and the like.

Information

One of the key aspects of providing services to Marble Bar is to ensure there is a central point for information or referral. It is recommended the Marble Bar Community Resource Centre be the location. This will ensure there is readily available information about services provided to the community. It would also act as a central point for activities or events that are planned in the community.

The following represents the recommendations for Marble Bar for implementation over the next two years:

Recommendation 1

Acquisition of a community bus for the Marble Bar community

Priority 1

Beneficiary(s)	<ul style="list-style-type: none"> • Whole of community • Local groups
Gaps Addressed	<ul style="list-style-type: none"> • No non-modal, customer driven and flexible public or community bus option. • Need for a safe and reliable service to customers that provides accessible door to door transport provided to the transport disadvantaged members of a community. • The existing public transport option is not as user friendly for Marble Bar clients. • No options for community to access activities outside of Marble Bar. • No community bus affects the independence of the Marble Bar community.

Objective:

To provide a community bus resource to enable the Marble Bar community to travel to other locations and promote community wellbeing and recreation.

Timeline Start

Group(s) Responsible

Action:

I.	To work with Marble Bar community in developing the specifications necessary for the acquisition of an approximately 28 seater community bus (a suggested specification for the community bus is attached in Appendix 1).	1st July 2014	Shire of East Pilbara
II.	Develop a memo of understanding with the Marble Bar community to establish the maintenance and administration of the community bus.		
III.	Negotiate with the Marble Bar community in establishing the contribution the community makes towards maintenance and operations of the community bus. (This could take the form of the community providing housing and pays for fuel with the Shire of East Pilbara contributing maintenance and insurance).		
IV.	Determine a volunteer drivers program.		

Action (continued) :

- V. The Shire of East Pilbara makes application to Lotterywest and mining companies for a contribution to fund the purchase of the community bus.
- VI. The Shire of East Pilbara determine on its contribution for the purchase of the community bus.
- VII. On agreement for the purchase of the community bus, the operating rules to be established and volunteer drivers trained prior to the Marble Bar community taking possession of the community bus.

Recommendation 2

Support the establishment of a skate park in Marble Bar**Priority 2**

- Beneficiary(s)** • Youth
- Gaps Addressed** • Lack of activities for youth
 • No skate park in community

Objective:

To continue to provide opportunities for recreation for youth in the Marble Bar community.

Timeline Start**Group(s) Responsible****Action:**

- | | | |
|--|---------------|-----------------------|
| <ul style="list-style-type: none"> I. Undertake community confirmation of requisite for a skate park (confirmed November 2013). II. Complete erection of skate park. | 1st July 2014 | Shire of East Pilbara |
|--|---------------|-----------------------|

Recommendation 3

Increase the level of support for youth

Priority 3

Beneficiary(s)	<ul style="list-style-type: none"> • Young people • Service providers
Gaps Addressed	<ul style="list-style-type: none"> • Insufficient resources allocated to youth activities. • Insufficient in number and quality of activities and events. • No integrated planning to address isolation within the youth demographic by visiting other communities. • Limited pathways for youth access to support and services. • Deficiency of support systems for effective counselling. • Lack of diversity of youth programs (other interests than sport). • Lack of recreation for young people at night and weekends. • Inadequate youth appropriate health and wellbeing services. • Lack of NGOs who can service the Shire of East Pilbara, especially supporting youth and program needs. • No effective counselling service.

Objective:

To provide opportunities for services and activities for youth in the Marble Bar community.

Timeline Start

Group(s) Responsible

Action:

I.	Following the recent formation of the youth group, the youth group should develop an annual Activities Plan of those youth services required.	1st July 2014	Shire of East Pilbara
II.	The Activities Plan developed by the youth group to be forwarded for consideration by relevant agencies and the Shire of East Pilbara.		
III.	The inclusion of a process whereby the youth group can contribute to planning and delivery of youth development programs relevant to Marble Bar having particular regard to allied health services.		
IV.	Identify opportunities for specialist youth support from relevant NGOs		

Recommendation 4

Increase the number of community events

Priority 5

Beneficiary(s)	<ul style="list-style-type: none"> • Marble Bar community
Gaps Addressed	<ul style="list-style-type: none"> • Lack of events contributes to local social problems. • Lack of sufficient sense of belonging to the community. • Boredom due to lack of things to do. • Lack of funds for staging events and too much reliance on community funding for events. • Lack of opportunities to attract visitors.

Objective:

To encourage Marble Bar community groups to develop local activities/events for the community.

Timeline Start

Group(s) Responsible

Action:

I.	The Shire of East Pilbara to undertake increased marketing of the Community Assistance Grants Program to encourage the Marble Bar community to increase community events and activities.	September 2014	Shire of East Pilbara
II.	At the end of the financial period (and before any consideration of a new contribution), the community organisation must provide evidence of the expenditure at the conclusion of year 1 prior to any application in a subsequent year.		

Recommendation 5

Support a review of services delivery to increase access to services

Priority 4

Beneficiary(s)	<ul style="list-style-type: none"> • Marble Bar community • Service providers
Gaps Addressed	<ul style="list-style-type: none"> • Lack of sufficient services, particularly in mental health, which have a high priority for local communities or young people. • Delays initial assessments and treatment. • Addressing the SEIFA index of 962 for the Shire of East Pilbara (Census 2011) where below 1000 is considered disadvantaged (Note: Ashburton - 1057; Port Hedland - 1033) (Further information on the SEIFA Index - Note1: see at end of this section) • Insufficient cooperation and inter-agency collaboration between service providers. • Models for service delivery do not always reflect community expectations. • Uncertainty of any links between health problems and the local environment. • Lack of use of video conferencing links.

Objective:

To develop a regular commitment to a process to actively ensure continuous improvements to services and service delivery to Marble Bar.

Timeline Start

Group(s) Responsible

Action:

- I. That the Marble Bar community discuss with the state government Population Health (WA) Multi-Disciplinary Team issues relating to continuous improvement of services to the Marble Bar community.
- II. That the full use of technology be investigated to assist service delivery improvements.

1st July 2014

Shire of East Pilbara

Recommendation 6

Link the development of services and community capacity to planning within the Shire of East Pilbara

Priority 6

- Beneficiary(s)**
- Marble Bar community
 - Service providers
- Gaps Addressed**
- Lack of shire wide coordination of services.
 - Lack of consistency of service delivery.
 - Lack of information for services.
 - See gaps 4 and 5 above.

Objective:

To include the Marble Bar in shire wide planning for services.

Action:

- I. Implement a model to sustain services based on the CRC Review with a local Board linked to Shire model of administration.

Timeline Start

1st July 2014

Group(s) Responsible

Shire of East Pilbara

Note 1:

The four indexes in SEIFA are:

1. Index of Relative Socio-economic Disadvantage: is derived from Census variables related to disadvantage, such as low income, low educational attainment, unemployment, and dwellings without motor vehicles.
2. Index of Relative Socio-economic Advantage and Disadvantage: a continuum of advantage (high values) to disadvantage (low values) which is derived from Census variables related to both advantage and disadvantage, like household with low income and people with a tertiary education.
3. Index of Economic Resources: focuses on Census variables like the income, housing expenditure and assets of households.
4. Index of Education and Occupation: includes Census variables relating to the educational and occupational characteristics of communities, like the proportion of people with a higher qualification or those employed in a skilled occupation.

Although Census 2011 collected the same variables as Census 2006, some newly derived SEIFA variables have been considered (children in jobless families, unengaged youth), and a number of variables (related to household tenure, education and internet access) have had some definitional changes.

(Source: ABS)

Appendix 1

Suggested specification for community bus as defined by the Marble Bar Community

The following is a preliminary indicator of general specifications requested for a **Standard Fit Vehicle (equivalent to Toyota Coaster)** with the following features::

- **Safety**
 - Equipped with radio communication capability.
 - Four emergency exits from the vehicle.
 - Anti-skid braking system.
 - 3 point seat belts for driver and passengers.
 - High back seating
- **Passengers**
 - A minimum of 24 passengers, access for the disabled
 - Tinted windows
- **Internal sound**
 - Vehicle must be equipped with a PA system and capabilities for Bluetooth, audio, USB sticks or iPod connectivity.
- **Added Features**
 - Provision for disabled access for passengers
 - Provision for refrigeration and luggage space
 - Tow bar for trailer
 - Air conditioning
 - Ducted ventilation
 - Hard wearing seat covers
 - Hard wearing vinyl flooring
- **Type of Engine**
 - Diesel engine
 - Minimum 5 speed manual transmission
- **Technical Details**
 - Power assisted steering
 - Booster brakes