

Neighbourhood Houses – Building Community Strategic Framework 2008–2013



Acknowledgements

This Strategic Framework is the result of the review of the first Strategic Framework developed by the Children and Family Services Division of the Department of Health and Human Services for the period 2002 to 2007.

The management committees, members and staff of neighbourhood houses throughout Tasmania provided many ideas and comments which have contributed significantly to the preparation of this Strategic Framework.

Anne Harrison, the President of the Tasmanian Association of Community Houses (TACH) and Glynis Flower and John Hooper, the Executive Officers of TACH, and TACH committee members provided detailed and considered suggestions and comments.

Each neighbourhood house has had the opportunity to provide information and suggestions regarding the operational structure of the house and how it affects the community they serve.

Staff throughout the Department of Health and Human Services, especially in the Children and Family Services Division, made a valuable contribution with their experiences and perspectives.

Staff of the Australian Bureau of Statistics provided advice on the identification of neighbourhood house catchments and on socio-economic indices.

The time and effort of all these people is gratefully acknowledged.

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Foreword by the Minister for Health and Human Services

It is my pleasure to present the revised strategic framework “Neighbourhood Houses – Building Community, Strategic Framework 2008-2013”.

Since the inception of neighbourhood houses in the 1970s, neighbourhood houses have developed and matured in their role in the community. They have an important role in building community capacity, developing places for people and their families and providing opportunities for employment readiness. The program provides the largest community development infrastructure in Tasmania.

This strategic framework affirms the development of neighbourhood houses and provides guidance for the continued operation of neighbourhood houses in Tasmania over the years ahead. It gives neighbourhood houses an ongoing focus on improving the well being, independence and self-sufficiency of individuals, families and communities.

Through a comprehensive consultation process, involving neighbourhood houses and their peak body, the Tasmanian Association of Community Houses (TACH) the framework was developed as a strategic direction and operational guide to assist neighbourhood houses to deal with the growing needs of communities. TACH have delivered effective support to the neighbourhood and community houses infrastructure, including raising the profile and given credence to the role of neighbourhood and community houses within their communities, other organisations, peak bodies, industry, local and state government.

The contribution of neighbourhood houses in Tasmania to building and supporting community networks is significant. Neighbourhood houses continue to demonstrate their innovation and capacity to address the needs for individuals, families and children and achieve positive outcomes.

I have pleasure in endorsing this revised strategic framework and with this clear direction in place I look forward to enduring community capacity building and growing strengths in the community.

Lara Giddings MHA

MINISTER



Foreword by the President of the Tasmanian Association of Community Houses

Tasmanian Association of Community Houses is happy to endorse the new and updated Strategic Framework for the Neighbourhood House programme. The original document provided a guide for the work of Community Houses and Neighbourhood Centres across the State for the period 2002- 2007. It was the result of extensive consultation with our members and various partners and stakeholders. It recognised the many good things that were happening in our communities.

For some its implementation was not much more than a logical step forward in the work that was already happening. For others, changes were required to build upon existing programmes to reach a broader and shifting need. For every one the new planning and reporting requirements were, initially at least, an extra burden for organisations on already stretched resources.

As President of the peak body for our network, I am proud of the commitment of our staff, committees and volunteers who work every day to build supportive and inclusive communities in Tasmania.

There are very few significant changes to this document which I believe is a testament to the programmes effectiveness and the willingness of the Department of Health and Human Services to listen to the needs of our communities.

Over the last five years we have seen an enormous growth and development in the work of the Houses in the community, social and economic development areas. As a result we are seen as valued partners to other organisations and businesses. Our peak body and our members are seen as strong and accountable organisations working with and in response to our communities.

In the new period towards 2013, we hope to assist more people and families in taking an active role towards a more inclusive and positive Tasmania.

Ann Harrison

President – Tasmanian Association of Community Houses, 2008

Introduction

Neighbourhood houses began in Tasmania in the late 1970s, when the first houses commenced operation. Since then, the number of neighbourhood houses has increased incrementally in an ad hoc fashion, until 2001. With the introduction of the 2002-2007 Framework, a more consistent program has developed and there are now 33 neighbourhood houses funded by the Department of Health and Human Services under the Community Support Program. The most recently funded house commenced operations in 2006.

In 2008, the total program funding has been increased to \$2.2 million.

Originally, neighbourhood houses provided services such as playgroup and child minding facilities, craft courses and a social meeting point. Houses were, and continue to be operated by local community based volunteer governing bodies.

Over time, the type of communities in which neighbourhood houses are located has extended throughout Tasmania from broad acre public housing estates to rural and regional communities. As the types of communities serviced have grown more diverse so too have the needs of all communities and the challenges faced by neighbourhood houses in responding to those needs.

To reflect the changing nature of communities and the additional responsibilities of neighbourhood houses, the Department of Health and Human Services funded a project officer in 2001 to undertake the Neighbourhood House Refocus Project. The result of that project was the Strategic Framework for Neighbourhood Houses in Tasmania 2002-2007.

The Strategic Framework document was released in 2001 and set out the strategic direction and purpose of neighbourhood houses in the State for the period 2002 to 2007. It identified how this would be achieved and established guidelines for how neighbourhood houses should operate and be funded.

During 2007, the Framework was revised in consultation with the neighbourhood house community sector to reflect the changing nature of neighbourhood houses and to ensure that the Framework content was still relevant.

The objectives of having the Neighbourhood House Strategic Framework are to:

- Support services which respond to community identified needs;
- Focus the neighbourhood house program on improving the well being, independence and self-sufficiency of individuals, families and communities;
- Enhance the contribution of neighbourhood houses to community capacity building;
- Ensure that the strategic framework for the neighbourhood house program includes criteria for:
 - programs and services to be delivered by the program;
 - governance and management of neighbourhood houses;
 - establishing new, and supporting existing neighbourhood houses; and
 - distributing funds to neighbourhood houses.

Good News!

In the 2008-09 budget, the State Government approved additional funding of \$700,000 which will provide for full time coordinators. Total budget for 2008-09 (including Housing Tasmania funding) is \$3.1 million.

The benefits of having the Neighbourhood House Strategic Framework are:

- A community based mechanism for ongoing assessment of community needs is in place;
- Communities have improved outcomes in their health and well being;
- Neighbourhood house programs and services are targeted at community identified needs and building community capacity;
- Neighbourhood houses have the capacity to deliver targeted programs and services; and
- Neighbourhood houses operate by clear and agreed criteria.

Strategy for Revising the Framework

During the revision of the Strategic Framework, the approach taken was to:

- Work co-operatively with neighbourhood houses and with the Tasmanian Association of Community Houses
- Consult as widely as the timeframe of the project permitted
- Develop, share and refine options, information and ideas as the project progressed

Key elements in this approach were:

- The President and the Executive Officer of the Tasmanian Association of Community Houses, the peak body for neighbourhood houses in Tasmania, were members of the Review Steering Committee.
- Community forums were held in all three regions to gain feedback from Houses and the communities they serve on what should be in the Strategic Framework

Findings

Through consultation and investigation during the course of the review, the key findings remain that neighbourhood houses should:

- Ensure they are relevant to the needs of the community by remaining inclusive of and responsive to the people in their community.
- Continue to increase their focus on community and community activities and projects
- Continue to increase their focus on targeted education, training and employment programs and services.
- Continue to increase their focus on the "out of house" community building role of neighbourhood houses.
- Maintain a focus on the strengths of communities and on prevention and early intervention programs and services
- Maintain the shift in focus and emphasis away from classes, looking at them more as a means to an end than an end in themselves.

This Strategic Framework sets out a clear strategic direction for neighbourhood houses in Tasmania, and the goals and strategies to achieve that vision, and identifies the underpinning capacities required to make it happen.

Funding Relationship

The Department of Health and Human Services (DHHS) through its Community Support Program (CSP) which includes funding from the Community Support Levy (CSL), provides core funding to neighbourhood houses and the Tasmanian Association of Community Houses (TACH).

PART A - Strategic Framework

The Purpose of Neighbourhood Houses

The purpose of neighbourhood houses in Tasmania is to work as community operated organisations building community capacity in socially isolated and disadvantaged local areas or neighbourhoods.

The Goals for Neighbourhood Houses

The vision for the neighbourhood house program in Tasmania sets three goals to be achieved. These goals are:

- Building community;
- Supporting people and their families; and
- Enhancing choices.

Goal 1 - Building community

Neighbourhood houses build and support community networks of inclusiveness, involvement, trust and mutual co-operation and develop community spirit, cohesion and well being.

Building community refers to building and supporting networks of inclusiveness, involvement, trust and mutual co-operation between people in the community and between them and the associations, institutions and businesses operating in the community. This develops community spirit and cohesion and builds community well being. All neighbourhood houses will pursue this goal on an ongoing basis.

Generally, this means that the focus of building community through the neighbourhood house program is to provide, support or otherwise be involved in:

- Community Information
- Referrals
- Network identification, development and support
- Linkages and Partnerships
- Community Events
- Community Infrastructure
- Community Services
- Community Safety
- Community Strengths and Achievements
- Community Promotion and Marketing
- Community Advocacy
- Community Involvement

In the particular circumstances of each neighbourhood house and the community that it serves, the emphasis or focus of programs and services in a particular year may be on some of these rather than others. The emphasis may also vary from year to year.

Goal 2 - Supporting people and their families

Neighbourhood houses build and support the personal skills, knowledge, abilities and resilience of each person in the community, and develop the health and well being of people and their families.

Supporting people and their families is about building and supporting the personal skills, knowledge, abilities and resilience of people and their families in the community, with the aim of developing their health and well being. All neighbourhood houses will pursue this goal on an ongoing basis.

Generally, this means that the focus of supporting people and their families through the neighbourhood house program is to provide, support or otherwise be involved in:

- Literacy and numeracy training
- Assertiveness training
- Conflict resolution
- Anger management
- Self esteem, personal recognition and resilience
- Opportunities to socialise and be involved
- Opportunities for fun and enjoyment
- Personal safety information and education
- Parenting education and support
- Family strengthening and support
- Healthy living education, activities and support

In the particular circumstances of each neighbourhood house and the community that it serves, the emphasis or focus of programs and services in a particular year may be on some of these rather than others. The emphasis may also vary from year to year.

Goal 3 - Enhancing choices

Neighbourhood houses support and extend training and employment readiness opportunities to assist people in the community achieve economic independence.

Enhancing choices is about supporting and extending training and employment readiness opportunities to assist people in the community achieve economic independence by increasing the options available to them. All neighbourhood houses will pursue this goal on an ongoing basis.

Generally, this means that the focus of enhancing choices through the neighbourhood house program is to provide, support or otherwise be involved in:

- Linkages with business
- Job readiness skills
- Competency based training
- Job application support
- Mentoring
- Work experience
- "Not for profit" economic activities

In the particular circumstances of each neighbourhood house and the community that it serves, the emphasis or focus of programs and services in a particular year may be on some of these rather than others. The emphasis may also vary from year to year.

The Principles of Neighbourhood Houses

Neighbourhood Houses in Tasmania:

- Are not-for-profit organisations.
- Are secular organisations.
- Are governed by volunteer residents of and people who work in the community.
- Are focused primarily on strengthening their communities and on prevention and early intervention programs and services.
- Co-operate and share information and resources with each other.
- Respect the rights, culture and dignity of people involved in or affected by their work.
- Provide access to programs and services on an inclusive and non-discriminatory basis.
- Wherever possible, involve people affected by their work as partners.
- Are committed to and actively seek to collaborate, network, and work with other agencies and organisations around issues of mutual concern and interest.
- Maintain high ethical standards at both an organisational and personal level.
- Provide accountable and responsive programs and services that are not subject to external or internal personal or organisational self-interests.
- Provide a local structure for responding to community needs, representing community views, delivering community programs and services, and building community capacity

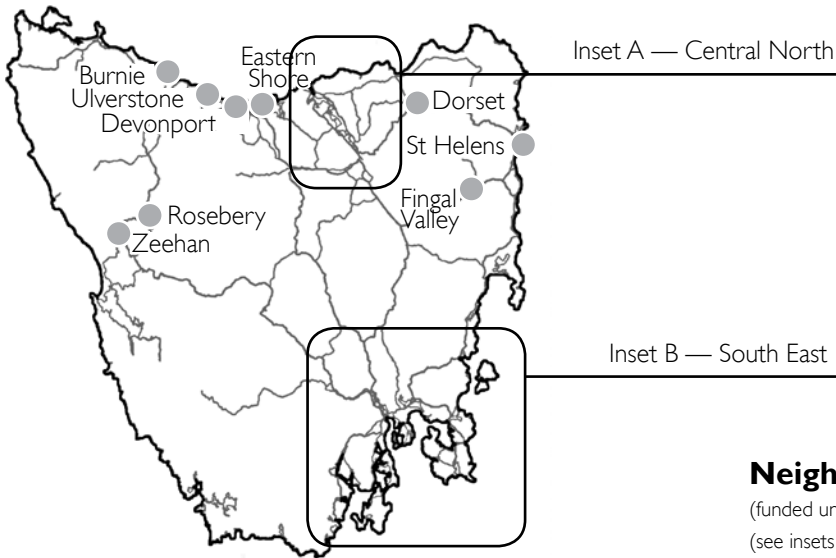
The Outcomes of Neighbourhood Houses

By achieving the three goals which form the vision for neighbourhood houses in Tasmania, the following outcomes will be achieved.

- Local community networks are established and strengthened
- Local residents have an enhanced capacity to meet their own needs
- Programs and services are responsive to the needs of local residents
- Participation in the local community is enhanced
- The local community builds, recognises and values its strengths and achievements
- Neighbourhood houses are a focal point and a catalyst for building community capacity

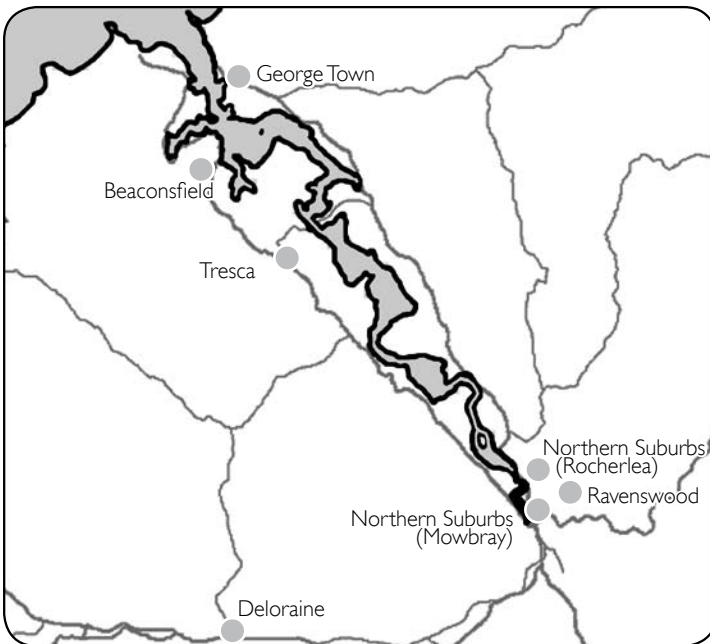
The Neighbourhood House Network

Neighbourhood houses are located in thirty three communities around the State, providing good coverage of higher need, regional and rural locations. The network is shown on the following maps.



Neighbourhood Houses in Tasmania

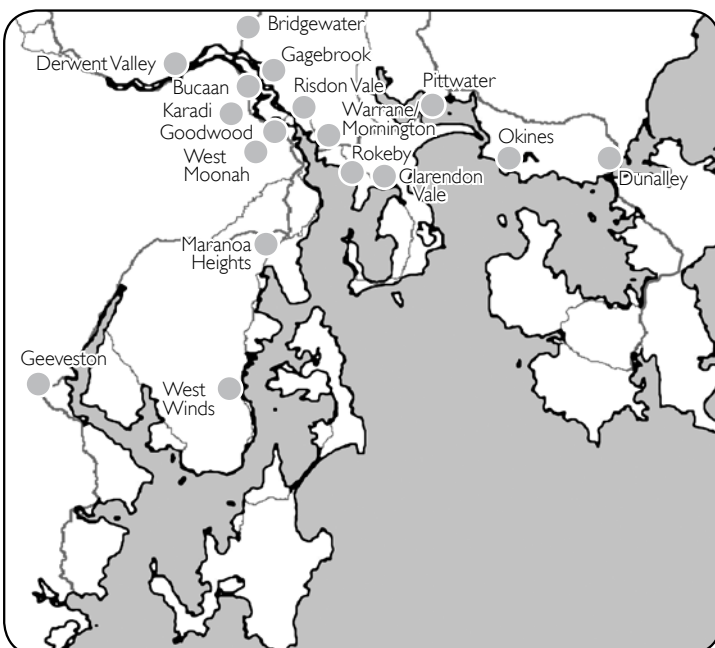
(funded under the Neighbourhood House Program as at December 2007)
 (see insets for details for Central North Tasmania and South East Tasmania)



Inset A

Neighbourhood Houses in Central North Tasmania

(funded under the Neighbourhood House Program as at December 2007)



Inset B

Neighbourhood Houses in South East Tasmania

(funded under the Neighbourhood House Program as at December 2007)



International Women's Day, 2007.

PART B - Achieving the Vision

This section deals with each goal in turn and identifies the objectives, strategies, performance indicators, and outcomes for them.

Each neighbourhood house funded under the program will pursue each of the goals, and the general objectives, strategies, performance indicators, and outcomes listed under them. However, in doing this, houses will develop more detailed ones which will vary from house to house. While there may be some detailed strategies that all houses use, others will be completely different. At times, houses will share ideas and borrow those that might suit them.

Houses will need the flexibility to develop detailed strategies that respond to the particular circumstances of their communities. For the same reason, the emphasis and priorities identified for these strategies will vary from house to house. It is unlikely that any house could pursue all the strategies listed in the following pages of this section equally. Some will receive greater emphasis to best respond to the needs of the community and make best use of limited resources. That emphasis may also shift from year to year as houses develop their longer-term strategic view or as community needs and priorities change.

Some of the strategies listed have detailed requirements expected of all neighbourhood houses, irrespective of community circumstances or priorities. These are the strategies that relate to community input and feedback and to reporting to the Department.

The aim is high and the task challenging. A great deal has been achieved already but even in the long term, there will still be work to be done. What is important is that there is a guiding vision that can actively be worked towards, and that there are milestones that can monitor and evaluate progress along the way. This will ensure not only that neighbourhood houses are heading in the right direction, but also that they are doing the right things and doing them well.

The contribution of neighbourhood houses in Tasmania to building community capacity is significant. Neighbourhood houses in Tasmania have already demonstrated their innovation and capacity to achieve and there are successful examples of community capacity building by neighbourhood houses throughout Tasmania. With a clear revised strategic direction in place, the prospects for the future continue to be full of innovative possibilities.

Goals, Objectives and Outcomes

The Strategic Framework identifies that neighbourhood houses in Tasmania are community operated organisations building community capacity in socially isolated and disadvantaged local areas or neighbourhoods. It identifies that the neighbourhood house program in Tasmania sets three goals to be achieved:

- Building community;
- Supporting people and their families; and
- Enhancing choices.

By working under these three goals, neighbourhood houses establish and strengthen local community networks and provide programs and services that are responsive to the needs of local residents. Participation in the local community is enhanced and local residents are better able to meet their own needs. The strengths and achievements of the local community are recognised and valued. The

neighbourhood house provides a focal point and acts as a catalyst for building community capacity.

This strategic framework operational plan provides guidance on the governance and management of neighbourhood houses and on working strategically to achieve the goals of the neighbourhood house program. Ways of working together with government and other agencies and service providers are outlined, as are options for training.

I. Building Community

I.1 Objectives

- Recognise and include the diversity of people and communities within the catchment area of a neighbourhood house
- Reflect the needs and aspirations of people and communities within the catchment area of a neighbourhood house
- Develop and support community networks of trust, involvement and co-operation
- Develop and support community cohesion and well being
- Support and promote community strengths and achievements

I.2 Strategies

A strategy is an approach used to achieve the objectives and put the plan into action.

These strategies are in the Service Agreement and must be reported on each financial year.

I.2.1 *Prepare and maintain an easily and publicly available directory of community organisations and services that operate in the community*

I.2.2 *Develop and use inclusive community input and feedback mechanisms that guarantee regular reporting to and feedback from the community*

The following broad strategies may be pursued by individual Houses but the specific strategies and the programs and services that support them will depend on the priorities determined each year by each neighbourhood house to respond to their community.

I.2.3 Identify, support and celebrate the cultural diversity of the community

I.2.4 Identify, develop and maintain collaborative linkages between the neighbourhood house and other programs and initiatives building community capacity

I.2.5 Identify, support and publicise community resources, assets, initiatives and achievements

I.2.6 Collect and make available information and resource materials for community use

I.2.7 Provide meeting space for community organisations and visiting service providers

I.2.8 Organise and/or support local community cultural, sport, recreational, environmental, or infrastructure projects, programs, services, functions or events

I.2.9 Provide community support programs and services

1.3 Performance Indicators

These performance indicators are in the Service Agreement and must be reported on each financial year:

1.3.1 An up-to-date and comprehensive directory of community organisations and services is available (see Appendix 4)

1.3.2 An inclusive community input and feedback mechanism is in place (See 4.4 and Appendix 2)

The following indicators may be reported on by individual Houses but specific indicators and the programs and services that support them will depend on the priorities determined each year by each neighbourhood house to respond to their community

1.3.3 Type and number of links/working relationships with other programs and initiatives operating in the community.

1.3.4 Number of people from diverse backgrounds involved in and supported by the programs and services offered by the House.

1.3.5 Type and number of local community cultural, sport, recreational, environmental, or infrastructure projects, programs, services, functions or events supported or organised by the neighbourhood house and type of support provided

1.3.6 Type of support and publicity for community resources, assets, initiatives and achievements

1.3.7 Type, range and quantity of information and resource materials available

1.3.8 Type, number and frequency of use of the neighbourhood house by community organisations or other service providers

1.3.9 Type and number of community support services provided by the neighbourhood house

1.4 Outcomes

1.4.1 The neighbourhood house is recognised by and works collaboratively with community organisations, government agencies and local businesses on community issues.

1.4.2 The strengths and achievements of the community are recognised and promoted

1.4.3 Local people are aware of and able to contribute to and draw upon the network of support in their community.

1.4.4 The neighbourhood house is in touch with and responsive to local community issues

1.4.5 The local community exhibits a sense of community pride, support and cohesion.

2. Supporting People and Their Families

2.1 Objectives

- Improve the health and safety of people in the community
- Support and strengthen the resilience and well being of people in the community
- Reduce isolation and loneliness
- Develop parenting skills and support parents and their children
- Support and strengthen family relationships and stability

2.2 Strategies

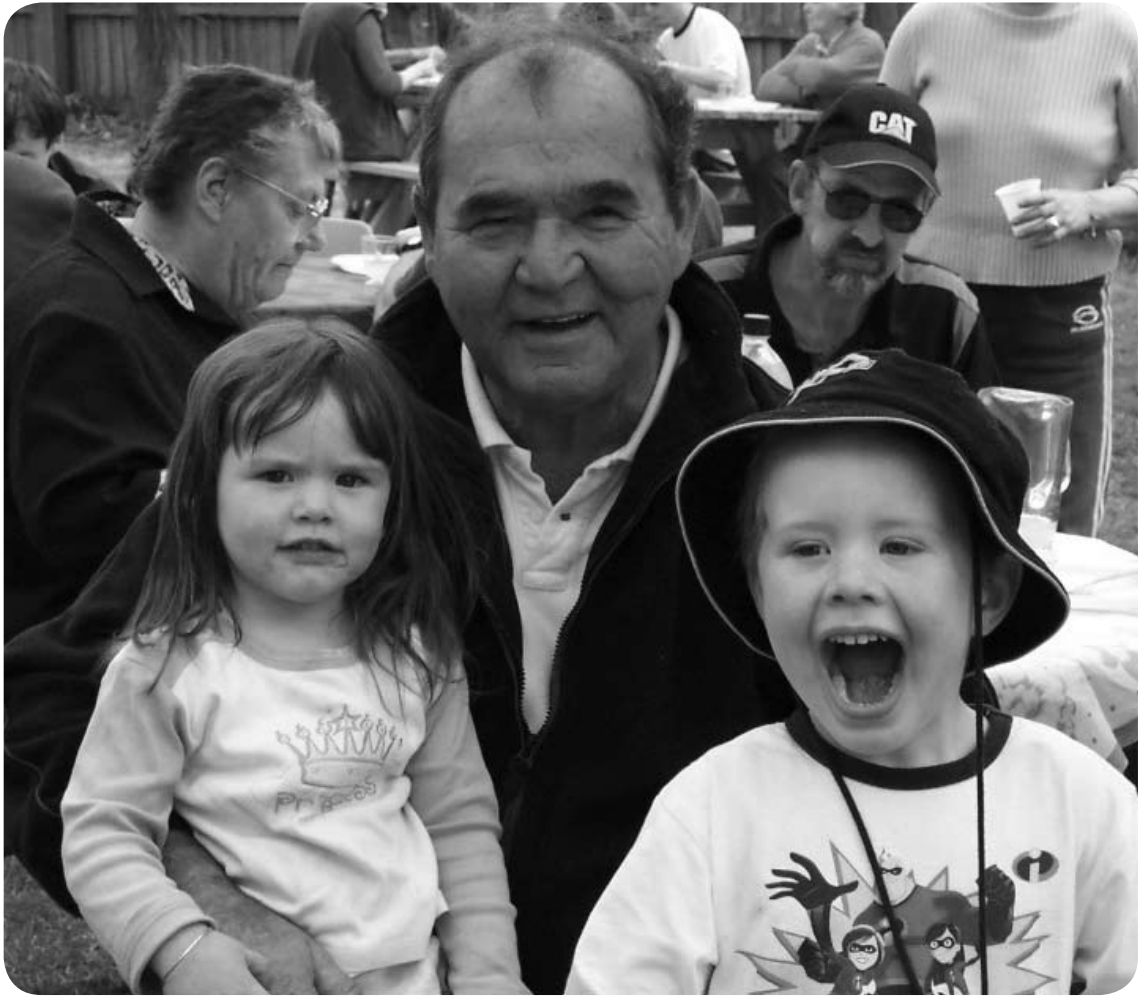
A strategy is an approach used to achieve the objectives and put the plan into action.

All neighbourhood houses will pursue these broad strategies but the specific strategies and the programs and services that support them will depend on the priorities determined each year by each neighbourhood house to respond to their community. These specific strategies will be detailed in the strategic plan prepared every three years by the neighbourhood house and monitored annually.

- 2.2.1 Provide, host or develop active links with literacy and numeracy programs or services
- 2.2.2 Provide or host personal skills programs or services
- 2.2.3 Provide or host personal safety programs or services
- 2.2.4 Provide opportunities for people to be involved in activities through:
 - "in-house" programs and services
 - programs and services at locations and venues "in the community"
- 2.2.5 Provide opportunities for people to enjoy, have fun and share these experiences with others
- 2.2.6 Provide or host parenting and family relationships education and support
- 2.2.7 Provide or host healthy living education, activities and support, including nutrition and physical activity

2.3 Performance Indicators

- 2.3.1 Number of literacy and/or numeracy programs or one-to-one programs or services linked with, provided or hosted
- 2.3.2 Type and number of personal skills programs and services
- 2.3.3 Type and number of personal safety programs and services
- 2.3.4 Type and number of parent and family education and support programs and services
- 2.3.5 Type and number of programs, services and activities offered
 - "in-house"
 - "in the community"
- 2.3.6 Type and number of healthy living education, activities and support programs and services
- 2.3.7 Positive written feedback from users of programs and services
- 2.3.8 Number of people participating and number of people participating for the first time in programs and services



Family Day at Dorset Community House.

2.4 Outcomes

- 2.4.1 People have improved physical and psychological health
- 2.4.2 People have improved practical skills
- 2.4.3 People have improved social skills and connections
- 2.4.4 People have improved parenting skills
- 2.4.5 People have improved actual and perceived safety
- 2.4.6 Families are more stable and supportive of each other and their children

3. Enhancing Choices

3.1 Objectives

- Develop and support the employment skills and resources of people in the community
- Provide and/or support options for people to obtain recognised qualifications
- Encourage business support for local people

3.2 Strategies

A strategy is an approach that is used to achieve the objectives and put the plan into action.

All neighbourhood houses will pursue these broad strategies but the specific strategies and the programs and services that support them will depend on the priorities determined each year by each neighbourhood house to respond to their community. These specific strategies will be detailed in the strategic plan prepared every three years by the neighbourhood house and monitored annually.

- 3.2.1 Provide, host or develop active links with job readiness programs or services
- 3.2.2 Provide, host or develop active links with competency-based training
- 3.2.3 Support the local people seeking employment
- 3.2.4 Support local initiatives in economic development, employment creation or job training
- 3.2.5 Develop active links with local businesses

3.3 Performance Indicators

- 3.3.1 Number and types of job readiness programs or services linked with, provided or hosted
- 3.3.2 Number, type and skill level of competency based training linked with, provided or hosted
- 3.3.3 Number and types of economic development, employment or job training initiatives supported
- 3.3.4 Number and types of linkages with local businesses

3.4 Outcomes

- 3.4.1 People have improved job readiness skills
- 3.4.2 People have recognised qualifications
- 3.4.3 The neighbourhood house is a catalyst for improved employment outcomes for local people
- 3.4.4 The neighbourhood house works with local businesses and others in supporting employment and job training initiatives for local people

The capacity to deliver

The 'Capacity to Deliver' deals with the requirements necessary to give neighbourhood houses the capacity to deliver on the goals for the Neighbourhood House Program.

For neighbourhood houses to effectively pursue these goals, they need the information, skills, and organisational, strategic and resourcing capacity to deliver. These capacities underpin and support neighbourhood houses in pursuing their primary purpose of building community capacity.

The Sections that follow establish the key requirements to ensure that neighbourhood houses are skilled, accountable and effective.

4. Governance and Management

4.1 Context

Governance

As community operated organisations, neighbourhood houses are governed by a form of management committee or board of management consisting of volunteers living or working in the local community. To be funded, neighbourhood houses must be a legally constituted body, usually incorporated under the *Associations Incorporation Act 1964*. This form of governance gives legitimacy to the concept of a community operated organisation responsive and accountable to the local community.

Generally, a governing body with an elected membership is "mandated" to operate the neighbourhood house on the community's behalf. This group develops the policies and strategic direction for the neighbourhood house in response to the needs of the community, operating under a constitution or set of model rules and with the guidance of a Standards and Practices Manual that they have developed and maintained. This model of governance depends on a co-operative and collaborative approach by volunteer members on the management body, working with employees, volunteers and members of the wider community. There are many community benefits that can result from this close linkage with the community.

Sometimes, however, as the house evolves and develops, links with and accountability to the community become limited or grow stale, or fail to recognise new community issues that have developed, or the changing nature of communities. Power and decision making by the active few may no longer accord with the needs of the community. Involving a wide cross section of the community limits the chance of this happening. Local residents involved in the governance of a neighbourhood house bring with them their knowledge, skills and experiences of the community. People in services and organisations working in the community alongside the neighbourhood house also bring knowledge, skills and experiences, as do members of local businesses, organisations and clubs. Taken together, this is a valuable resource for a neighbourhood house to draw upon in being responsive and accountable to the community.

There is a widening range of governance skills and experience required by Committee members which are becoming necessary to deal with the increasingly complex services provided by neighbourhood houses. In addition, there is an extension of responsibility, including a legal responsibility associated with financial management, resourcing and employer concerns. Along with the competing demands on people's time, this has contributed to difficulties in recruiting and maintaining volunteer involvement in governance of some neighbourhood houses.

Management

Management deals with the internal processes and operations of the neighbourhood house, leading, organising and controlling operations. The governance of the house shapes management but management is a separate, though overlapping, function of the house. Knowing the strategic and policy direction for the neighbourhood house (see Section 9), management tasks are those that flesh out and implement the strategies and policies to achieve that direction, and that develop and direct the resources and capabilities of the house to do so effectively. As with governance, there are increasing skills and experience necessary to manage neighbourhood houses. Many management tasks are undertaken by paid staff, with the neighbourhood house co-ordinator taking a lead role, but the work of volunteers is also significant.

The governance roles and responsibilities of volunteer members of the governing body can sometimes overlap the management roles and responsibilities of paid staff and volunteers. At times, this results in increased efficiencies and effectiveness. At other times, difficulties arise where there are unclear definitions of roles and responsibilities.

4.2 Objectives

Governance

- Support and strengthen the capacity of local communities to govern their neighbourhood houses
- Maintain local resident involvement in the governance of neighbourhood houses at a sustainable level
- Ensure accountable and responsive governance of neighbourhood houses

Management

- Support and strengthen the implementation, organisational, and resource management capacities and skills of volunteers and paid staff of neighbourhood houses
- Improve the range and quality of community capacity building programs and services offered by neighbourhood houses

4.3 Strategies

A strategy is an approach used to achieve the objectives and put the plan into action.

Governance

These strategies are in the Service Agreement and must be reported on each financial year:

- 4.3.1 *Establish an annual community forum for reporting to the community and receiving community input and feedback*
- 4.3.2 *Include a mix of local community residents and representatives of local institutions, organisations and businesses on the governing body*
- 4.3.3 *Establish a bi-annual community round table that includes a mix of local community residents and representatives of local institutions, organisations and businesses to advise the governing body on community issues (see Glossary)*
- 4.3.4 *Require that an up-to-date version of the constitution or rules of association of the neighbourhood house be lodged with the Department whenever changes are made and ensure that it is freely available to the community.*

The following broad strategies may be pursued by individual Houses but the specific strategies and the programs and services that support them will depend on the priorities determined each year by each neighbourhood house to respond to their community.

- 4.3.5 Support development of an induction program for new members of neighbourhood house governing bodies
- 4.3.6 Identify options for affordable, accessible, regular training in governance procedures, group dynamics and teamwork, and strategic planning (See also Section 9)
- 4.3.7 Encourage all office bearers to undertake training
- 4.3.8 In each neighbourhood house, maintain and comply with an up-to-date version of the Standards and Practices Manual

What DHHS and TACH will do:

- 4.3.9 Determine and require a minimum quorum size to ensure that governing bodies (committees of management) are viable and representative.
- 4.3.10 Set limits on the number of family members or members of other groups or organisations who may be members of the governing body (committee of management) and/or staff to ensure diversity of representation and avoid conflicts of interest.
- 4.3.11 Develop a range of acceptable governance models, within the parameters of the neighbourhood house program, which houses may choose or move between from time to time, depending on the circumstances in their community.
- 4.3.12 In consultation with the Tasmanian Association of Community Houses, DHHS will develop and apply guidelines for dealing with ethical, conflict of interest, or other governance issues where such issues are not dealt with satisfactorily by a neighbourhood house governing body.
- 4.3.13 In consultation with the Tasmanian Association of Community Houses, DHHS will develop and implement guidelines to deal with:
 - failure of a governing body to meet the requirements of the neighbourhood house program, including financial mismanagement; and
 - insufficient community involvement or commitment to sustain a viable governing body.
- 4.3.14 Review the Standards and Practices Manual and develop a new version for the neighbourhood houses.

Management

What Neighbourhood Houses will do:

- 4.3.15 Encourage all employees to undertake training (or be able to demonstrate current competencies) in the skill areas necessary to perform their duties effectively and efficiently.
- 4.3.16 Support information-sharing arrangements that lead to continuous improvement in management policies and procedures
- 4.3.17 Support a visiting program for staff (and members of the governing body) to share and experience a range of alternative organisational, resource management and program initiatives and mechanisms

- 4.3.18 Employ staff in accordance with current industrial relations laws and guidelines award conditions, at the level that reflects the performance required of them to implement the Strategic Framework effectively and efficiently

4.4 Performance Indicators

Performance Indicators for Houses:

- 4.4.1 Ensure that an induction program is in place for new members of neighbourhood house governing bodies
- 4.4.2 Access a range of relevant training programs to meet training needs
- 4.4.3 Provide the number of members of neighbourhood house governing bodies who have received relevant training
- 4.4.4 Ensure there are sufficient members of the governing body to be viable and representative of the community
- 4.4.5 Ensure there is a diverse mix of community members, institutions, organisations and businesses on the governing body.
- 4.4.6 Ensure that an annual presentation reporting on house activities and directions, and inviting comment and feedback, is given at a widely publicised and well attended community forum
- 4.4.7 Ensure that a community round table meets with and reports to the neighbourhood house at least twice each year (see Glossary)
- 4.4.8 Ensure that the Department holds an up-to-date version of the constitution or rules of association of the neighbourhood house
- 4.4.9 Ensure that each neighbourhood house holds an up-to-date version of the Standards and Practices Manual
- 4.4.10 Ensure that all members of staff have the ability to acquire, or are in the process of obtaining, qualifications applicable to the position
- 4.4.11 Ensure that members of staff are paid their legal entitlements.

Performance Indicators for TACH:

- 4.4.12 Ensure that ideas which improve governance and management practices and the programs and services are shared with other Houses.

Performance Indicators for DHHS:

- 4.4.13 Guidelines are in place for dealing with unsatisfactory governance procedures by governing bodies of neighbourhood houses
- 4.4.14 Guidelines are in place that set out the policies and procedures for dealing with non-performing or non-viable governing bodies

4.5 Outcomes

- 4.5.1 Governance of neighbourhood houses is community based
- 4.5.2 Community members have the capacity and support necessary to actively be involved in the governance of neighbourhood houses

- 4.5.3 Neighbourhood houses have viable and sustainable levels of active community involvement in their governing bodies
- 4.5.4 Neighbourhood houses are governed in an accountable and responsive manner, based on high ethical standards
- 4.5.5 Neighbourhood House operations are continually improved
- 4.5.6 Employees of neighbourhood houses have demonstrated and recognised skills and are employed at a level which recognises those skills



Circus Art School holiday program at Okines Community House.

5. Working Effectively

5.1 Context

The purpose of neighbourhood houses in Tasmania is to build community capacity. The goals for the neighbourhood house program are building community, supporting people and their families, and enhancing choices. To achieve these goals, broad objectives, strategies, performance indicators, and outcomes have been identified (see Part A, Goals for Neighbourhood Houses).

While all neighbourhood houses operate within the strategic framework, and pursue the same goals, each house serves a particular community. Therefore, within the strategic framework for the neighbourhood house program, each house's response will be targeted to reflect the particular needs and characteristics of their own community. This targeting needs to be thought through if it is to be effective. By having well considered planning, monitoring and evaluation processes in place, houses can work more effectively towards achieving the goals of the neighbourhood house program, and building their community's capacity.

5.2 Objectives

- Work in a targeted and strategic way towards the goals of the neighbourhood house program in Tasmania
- Identify and respond to community needs in setting strategic directions
- Allocate and direct skills and resources to most effectively build community capacity
- Demonstrate progress in building community capacity

5.3 Strategies

A strategy is an approach used to achieve the objectives and put the plan into action.

These strategies are in the Service Agreement and must be reported on each financial year:

- 5.3.1 *Identify community needs on a regular and verifiable basis (see 8.3)*
- 5.3.2 *Develop a 3 year strategic plan, within the strategic framework for the neighbourhood house program, that responds to identified community needs*
- 5.3.3 *In the strategic plan, determine objectives, and the strategies to achieve them, for each goal of the neighbourhood house program*
- 5.3.4 *Plan, organise and target programs and services to achieve identified objectives*
- 5.3.5 *In the strategic plan, develop and apply performance indicators that will reliably demonstrate that progress has been made or objectives have been met.*
Report annually against progress towards these performance indicators

What TACH will do:

- 5.3.6 Identify and support training, facilitation and other options to assist neighbourhood houses develop and extend their strategic planning skills

5.4 Performance Indicators

Performance Indicators for Neighbourhood Houses:

- 5.4.1 Neighbourhood Houses will formally identify community needs through consultation mechanisms (see 8.4)
- 5.4.2 An annually monitored three year plan is in place each year and houses will be required to report against the progress towards the goals of this plan.
- 5.4.3 A 3 year strategic plan is developed and maintained in line with Service Agreements.

Performance Indicators for DHHS:

- 5.4.4 Provide a written evaluation of the performance of the neighbourhood house against its strategic plan annually.
- 5.4.5 DHHS will collate and analyse information received from neighbourhood houses and present a report at the annual TACH conference. This report will be forwarded to other government agencies.

Performance Indicators for TACH:

- 5.4.6 Provide a range of support mechanisms to neighbourhood houses to undertake and improve their strategic planning

5.5 Outcomes

- 5.5.1 Neighbourhood houses are aware of and responsive to community needs
- 5.5.2 Neighbourhood houses have a clear view of where they are heading.
- 5.5.3 Neighbourhood houses work in a strategic way to build community capacity
- 5.5.4 Neighbourhood houses show progress in achieving the goals of the neighbourhood house program
- 5.5.5 Community capacity is identifiably improving



Mosaic Day 2008 at Okines Community House.

6. Working Together

6.1 Context

Building community capacity requires all sectors of the community to develop ways of working together, recognising and encouraging the contributions of all. Neighbourhood houses are a key element in building community capacity but they cannot do it on their own. They need the support of, and to work with other neighbourhood houses, service providers in the community, local organisations, institutions and businesses. The involvement of individual members of the community, both as volunteers and as participants in community life is critical. All levels of government also have a critical role. While neighbourhood houses are linked at a grass roots level with the community, and can work with the community in ways that government cannot replicate, they need the support and complementary work of government to extend their effectiveness.

It is especially important that neighbourhood houses DHHS and TACH work together. The Strategic Framework for the neighbourhood house program sets out the parameters within which neighbourhood houses must operate, and their obligations and accountability requirements. There are also obligations on the funding department to provide support and guidance so that neighbourhood houses can realise their full potential. This may be through direct support, or through funding of other organisations to do so.

By working together, recognising the strengths of each stakeholder, and developing linkages that complement and build on those existing strengths, progress in building community capacity will be enhanced. Working together involves shared responsibility, clear roles and the opportunity to contribute to key decisions and future directions. Working together also means recognising and respecting differences. The State Government retains final decision making in matters such as public policy and spending public funds. Neighbourhood houses retain their independent voice, able to advocate or challenge policy directions.

This section deals primarily with the relationships between DHHS and each neighbourhood house and between DHHS and TACH, though the principles also apply generally to relationships between houses and any other organisation or group they are working with.

6.2 Objectives

- Establish and maintain a clear and constructive basis for the Department and the neighbourhood houses to work together
- Improve results by working together to achieve the outcomes of the neighbourhood house program
- Utilise the strengths and potential of neighbourhood houses

6.3 Strategies

A strategy is an approach used by DHHS, TACH and Neighbourhood Houses to ensure everyone is working together.

What DHHS, TACH and Neighbourhood Houses will do together:

- 6.3.1 Develop agreed principles and ways of working together to build community capacity through the neighbourhood house program
- 6.3.2 Encourage and maintain open and inclusive communication to further develop and enhance the neighbourhood house program

- 6.3.3 Recognise and support the role of volunteers in the neighbourhood house program
- 6.3.4 Recognise the policy, resource allocation and priority setting role of government to deliver the best services possible within the limited resources available
- 6.3.5 Recognise mutual responsibility for the most efficient and effective expenditure of public funds
- 6.3.6 Identify practical and sustainable support and guidance options for the Department to contribute to the success of the neighbourhood house program
- 6.3.7 Identify and develop linkages between the neighbourhood house program and programs and initiatives in other Divisions of the Department, in other Departments, and with local government and commonwealth government programs and initiatives



Northern Suburbs Community Centre presentation.

What DHHS will do:

- 6.3.8 Recognise the role of the neighbourhood houses in advocacy, generation of alternative ideas, and independent critique of government policy and direction
- 6.3.9 Develop a plan in line with the Strategic Framework, Service Agreements and the DHHS community development framework to show where the Neighbourhood House program will be in three years' time.

What DHHS and TACH will do together:

- 6.3.10 Identify an agreed role for TACH in working together. This role will include responsibilities for advocacy, liaison, development and the peak body.

6.4 Performance Indicators

What DHHS and TACH will do together:

- 6.4.1 Ensure that a set of agreed principles for working together is in place

Performance Indicators for Neighbourhood Houses:

- 6.4.2 Advocate and challenge on behalf of their communities without fear or favour
- 6.4.3 Meet their obligations under the neighbourhood house program
- 6.4.4 Work collaboratively with and link with other programs and initiatives operating in their community
- 6.4.5 Act as a host or catalyst for new programs or initiatives originating from all levels of government

Performance Indicators for DHHS:

- 6.4.6 Provide or fund support and guidance to the neighbourhood house program in addition to direct funding of the houses
- 6.4.7 Develop a plan indicating where the Neighbourhood House Program will be in three years' time.

6.5 Outcomes

- 6.5.1 Neighbourhood houses and the government sector work together to build community capacity
- 6.5.2 There is a robust and mutually respectful relationship between neighbourhood houses and the funding department
- 6.5.3 The community capacity building potential of neighbourhood houses is recognised and fully utilised

7. Training

7.1 Context

The level of governance and management skills necessary for the effective operation of a neighbourhood house is increasing. Training is a key way to meet the growing demands placed on neighbourhood house volunteers and staff, though undertaking such training is voluntary. To encourage participation in training, it must be made as relevant and accessible as possible.

One option open to neighbourhood houses is to use the services of government funded community sector organisations to deliver training. The programs offer training to volunteers, staff and boards of management of community services including neighbourhood houses and (TACH). A combination of programmed training, in-service training and subsidised costs for training by other providers is offered. Also offered are other accredited training/recognition opportunities.

However, these organisations will service more than just the neighbourhood house sector and provide access to training across the State to a large number and diverse range of community sector organisations. Demands on training resources and for particular training options are equally diverse and cannot always readily be provided. Other training providers also offer suitable training but accessibility and cost can be a barrier to such training options.

Other factors that can impact on training provision and access to training include:

- Part time workers are less likely to be able to make the time to access training.
- Access to training sometimes depends on access to childcare.
- Competing priorities mean that funding to cover backfill, travel and accommodation when attending training is often not made available.
- In rural and isolated areas, there may be difficulty finding appropriately skilled relief staff or volunteers to backfill positions left vacant by attendance at training.
- Some neighbourhood houses are more supportive of training than others and this impacts on access to and use of training.
- Some people attend training in their own, rather than organisational, time.
- Volunteers are sometimes excluded from training or funding options because they are not paid employees.

While some staff and members of management groups have a tertiary qualification, other volunteers, staff and boards of management of neighbourhood houses are less likely to have tertiary or formal qualifications.

For staff, volunteers and boards of management with extensive experience but few or no formal qualifications, assessment options based on recognition of current competencies provide welcome opportunities. However subsidised training through funded pathways is frequently offered at entry level qualification only to those who have no previous qualifications. In addition, some staff, volunteers and board members may not have regular access to reliable information on training opportunities because information distribution within neighbourhood houses is sometimes patchy. This means that people may not be aware of the opportunities available to them for training and recognition.

The objectives and strategies set out below are focussed on developing the best possible outcomes for provision of training to neighbourhood houses given the issues highlighted above.

7.2 Objectives

- Develop the skills, leadership and expertise of neighbourhood house governing bodies, volunteers and paid staff
- Expand the range of training options available to neighbourhood houses
- Ensure available training is relevant, accessible and affordable
- Ensure reliable and timely information on the range of training and recognition options is widely available to neighbourhood house governing bodies, volunteers and paid staff

7.3 Strategies

A strategy is an approach used to achieve the objectives and put the plan into action.

What Neighbourhood Houses will do:

- 7.3.1 Identify and publicise the range of training pathways and funding options available to neighbourhood houses
- 7.3.2 Identify and publicise the range of training pathways available to board members.
- 7.3.3 Promote accredited training and recognition opportunities through links with Registered Training Organisations



Rosebery Neighbourhood House, TACH Meet the Team Session, 2007.

7.3.4 Support development of an induction program for new members of neighbourhood house governing bodies

What DHHS and Neighbourhood Houses will do:

7.3.5 Continue support for and involvement in the TACH annual conference

What DHHS and TACH will do:

7.3.6 Identify options for affordable, accessible, regular training in governance procedures, group dynamics and teamwork, and strategic planning

7.3.7 Support development and provision of competency based training for governing bodies and staff of neighbourhood houses

What DHHS will do:

7.3.8 Provide information on resources on the DHHS website.

What TACH will do:

7.3.9 Support development and provision of on-the-job training, particularly for small and/or isolated neighbourhood houses

What TACH and Neighbourhood Houses will do:

7.3.10 Identify and support training opportunities for volunteers

What DHHS will do:

7.3.11 Support provision of subsidised training

7.3.12 Work with community sector organisations and TACH to identify and fill any gaps in availability of relevant and useful training programs

7.4 Performance Indicators

7.4.1 Neighbourhood houses have access to a range of relevant training programs to meet their training needs

7.4.2 Training pathway options are widely publicised

7.4.3 Training funding options are widely publicised

7.4.4 Participation in training by members of neighbourhood house governing bodies, and by volunteers and paid staff has increased

7.4.5 The number of members of neighbourhood house governing bodies, volunteers and paid staff who hold accredited qualifications has increased.

7.5 Outcomes

7.5.1 The governance, management and leadership skills and expertise of neighbourhood houses are recognised and evidenced by the performance of houses in meeting the goals of the neighbourhood house program

7.5.2 Neighbourhood house governing bodies, volunteers and paid staff have confidence in their abilities to govern and manage, supported by accredited qualifications

8. Funding Neighbourhood House Services

8.1 Context

To be funded under the neighbourhood house program, a neighbourhood house service must fit the profile of a neighbourhood house (see Part A of the Strategic Framework) and serve a community with demonstrated needs and sufficient size (see Appendix 6). It must also be supported by a viable group of community members broadly representative of the diversity of the community, and operate according to the requirements of the strategic framework for the neighbourhood house program in Tasmania and in compliance with the service agreement under which it is funded.

Funding is allocated to support the operations expected of a neighbourhood house as set out in this strategic framework. To do this a baseline level of funding has been established to guarantee a reasonable, minimum standard of operation can be met. However, houses in the neighbourhood house program operate in different geographic communities with different degrees of need, different population sizes and different degrees of remoteness from a full range of services. The difference in relative needs of communities means that some house will require additional funding above the baseline level of funding. In some communities, there will be an insufficient population base to make funding under the neighbourhood house program the most effective or efficient way to build community capacity. Therefore, a system to allocate funds equitably on the basis of relative need has been required. Categories of funding were needed, using the most rigorous, yet practicable indicators of socio-economic disadvantage, remoteness, and population details available at the time.

Although DHHS will provide the core funding for the operation of existing Houses, it will not always be possible for the Department to provide more funding to meet the growing needs of communities. Therefore, neighbourhood houses have the option of pursuing other forms of funding, including private income through rental of premises or provision of child care.

Whilst DHHS may only be able to provide core funding, there are other ways in which the Department may assist Houses to find other sources of funding. For example, assistance could be provided to identify other options.

Additional programs and services, other than those directly funded under the neighbourhood house program, can be and often are delivered by neighbourhood houses. These include programs such as Family Support and other services dealing with health issues, problem gambling, domestic violence, adult education and the like. To offer these extension programs, funds and other resources need to be provided in addition to the neighbourhood house program funding.

8.2 Objectives

- Fund neighbourhood houses according to clearly identified and credible criteria
- Base funding allocations and priorities principally on the relative socio-economic disadvantage of communities
- Ensure funding arrangements are transparent, accountable, fair and cost effective
- Maintain practicality and simplicity in the funding system

8.3 Strategies

DHHS will:

- 8.3.1 Develop a funding category system for neighbourhood houses that identifies the geographic catchment of each neighbourhood house and then takes into account the catchments:
- socio-economic disadvantage
 - population size
 - remoteness from a range of services
- 8.3.2 Establish threshold levels of socio-economic disadvantage and population size to determine eligibility for funding, outside of which funding under the neighbourhood house program will not be allocated
- 8.3.3 Using the most practicable and rigorous data and analysis systems available at the time, update the funding category allocations at regular intervals
- 8.3.4 Notwithstanding the criteria of the funding allocation system, in its first application cycle (that



**Community Maintenance and Garden Service
Volunteer service at Clarendonvale Neighbourhood House.**

is, until application of the next release of the SEIFA index) ensure all existing houses continue to be funded

- 8.3.5 In consultation with the TACH, DHHS will develop and apply agreed mechanisms to deal with neighbourhood houses moving between categories of funding, including where houses are no longer eligible for funding.
- 8.3.6 Link with community capacity building mechanisms in socially isolated and disadvantaged communities of insufficient population to be effectively and efficiently supported through funding under the neighbourhood house program.
- 8.3.7 In consultation with TACH, prepare an assessment package setting out the requirements for funding new neighbourhood houses under the neighbourhood house program.
- 8.3.8 Target funding by giving priority to communities most in need
- 8.3.9 As far as practicable, locate new neighbourhood houses (or relocate, if necessary, in the case of existing neighbourhood houses) to best serve the spread of population in the catchment, except that where the majority of the population is located in one centre, locate the house there.
- 8.3.10 Convene an assessment panel to advise on allocating funding for new neighbourhood houses
- 8.3.11 Include a TACH representative on the assessment panel to advise on allocating funding for new neighbourhood houses

8.4 Performance Indicators

- 8.4.1 An equitable funding category system is in place for the neighbourhood house program
- 8.4.2 The funding category system is accepted as the most practicable and rigorous that is available at the time
- 8.4.3 There are clear requirements and processes in place for funding existing neighbourhood houses and identifying priorities for funding new neighbourhood houses
- 8.4.4 There are linkages with community capacity building programs and services in communities not eligible for neighbourhood house funding

8.5 Outcomes

- 8.5.1 Neighbourhood house funding is based on the most reliable and practicable indicators of relative socio-economic disadvantage available
- 8.5.2 Neighbourhood house funding criteria are consistent, credible and transparent
- 8.5.3 Neighbourhood house funding is targeted to where the need is greatest

9. Monitoring and Evaluation

9.1 Context

The government funds neighbourhood houses to build community capacity in socially isolated and disadvantaged communities. Houses are to do this by being linked with and responsive to the communities they serve.

Consequently, monitoring and evaluation is necessary to ensure that houses are accountable for the funds they are provided with, successful in achieving the goals for which they are funded, and responsive and accountable to the communities they serve. In addition, for their own governance and management purposes, neighbourhood houses need to monitor their progress and evaluate their success.

At the same time, to build community capacity in conjunction with the community and in response to their needs, a balance must be struck between accountability and the autonomy needed to respond with flexibility to the needs of the community.

The service agreement with each house will set out monitoring and evaluation mechanisms to ensure the accountability requirements of the funding body are met. The strategic framework also includes requirements to ensure accountability to the communities served by neighbourhood houses. In both cases, these monitoring and evaluation mechanisms should be valuable to neighbourhood houses for their own internal purposes. Houses will also develop others, and usually in more detail, to fully meet their governance and management requirements.

In the light of experience and feedback, further, more detailed or refined monitoring and evaluation programs, policies or procedures may be developed and applied. As a minimum, the Service Agreement and performance indicators set out in 13.4 will be used when monitoring and evaluating the performance of neighbourhood houses.

9.2 Objectives

- Meet the legitimate accountability requirements of the funding department
- Meet the legitimate accountability expectations of the community served by a neighbourhood house
- Ensure neighbourhood houses are performing effectively in working towards the goals of the neighbourhood house strategic framework
- Within the Strategic Framework for the neighbourhood house program, maintain flexibility and responsiveness to changing circumstances
- Balance the need for accountability with the benefits of autonomy

9.3 Strategies

A strategy is an approach that DHHS, TACH and Neighbourhood Houses will use to ensure everyone is working together.

These strategies are in the Service Agreement and must be reported on each financial year.

9.3.1 *Develop a 3 year strategic plan in line with the timeframes of the Service Agreement.*

9.3.2 *Neighbourhood Houses will meet their reporting requirements to the Grants Unit in line with the financial and accountability requirements laid down in their Service Agreements.*

9.3.2 *Neighbourhood Houses will implement and report on the accountability requirements of the Department set out in this Strategic Framework in an annual operational plan.*

What DHHS will do:

9.3.4 Review and update the Service Agreement for the neighbourhood house program to be consistent with this Strategic Framework

9.3.5 In consultation with TACH, develop and apply a process for dealing with non-performance in complying with the neighbourhood house program.

9.3.6 Where monitoring and evaluation indicate that the requirements of the neighbourhood house program have not been met, apply the agreed process to remedy such deficits or if such deficits cannot be remedied apply the agreed process to terminate funding (see 13.3.4)

9.3.7 Utilise any relevant, additional monitoring and evaluation procedures developed and agreed to during the period of the strategic framework when evaluating neighbourhood house operation and outcomes.

9.4 Performance Indicators

Performance Indicators for Neighbourhood Houses:

9.4.1 Neighbourhood houses provide audited accounts in the required format and timeframe

9.4.2 Neighbourhood houses provide an annual update in the required format and timeframe

9.4.3 Neighbourhood houses operate in accordance with their Service Agreement

9.4.4 Neighbourhood houses operate consistent with this Strategic Framework

Performance Indicators for DHHS and TACH:

9.4.5 Ensure that an agreed process is in place for dealing with non-performance by neighbourhood houses

9.5 Outcomes

9.5.1 Neighbourhood houses are accountable for the funds they receive

9.5.2 Neighbourhood houses are accountable for their performance in pursuing the goals of the neighbourhood house program

9.5.3 Neighbourhood houses are accountable to their communities

9.5.4 Neighbourhood houses track their performance and respond to changing circumstances

9.5.5 Neighbourhood houses are effective in building community capacity

9.5.6 Neighbourhood Houses have a monitored 3 year strategic plan in place.

Appendices

Planning Resources

- Appendix 1 Three-year Strategic Plan template
- Appendix 2 Community input and feedback options
- Appendix 3 Example of Community Round Table membership options

Reporting Resources

- Appendix 4 Annual management committee report
- Appendix 5 Checklist of requirements for annual neighbourhood house report

Service Development Resources

- Appendix 6 Example of community services directory
- Appendix 7 Criteria for funding neighbourhood houses in Tasmania
- Appendix 8 Glossary
- Appendix 9 References



Teddy Bears' Picnic.

Appendix I Three-year Strategic Plan template

REPORTING GUIDELINES

I. The Strategic Plan

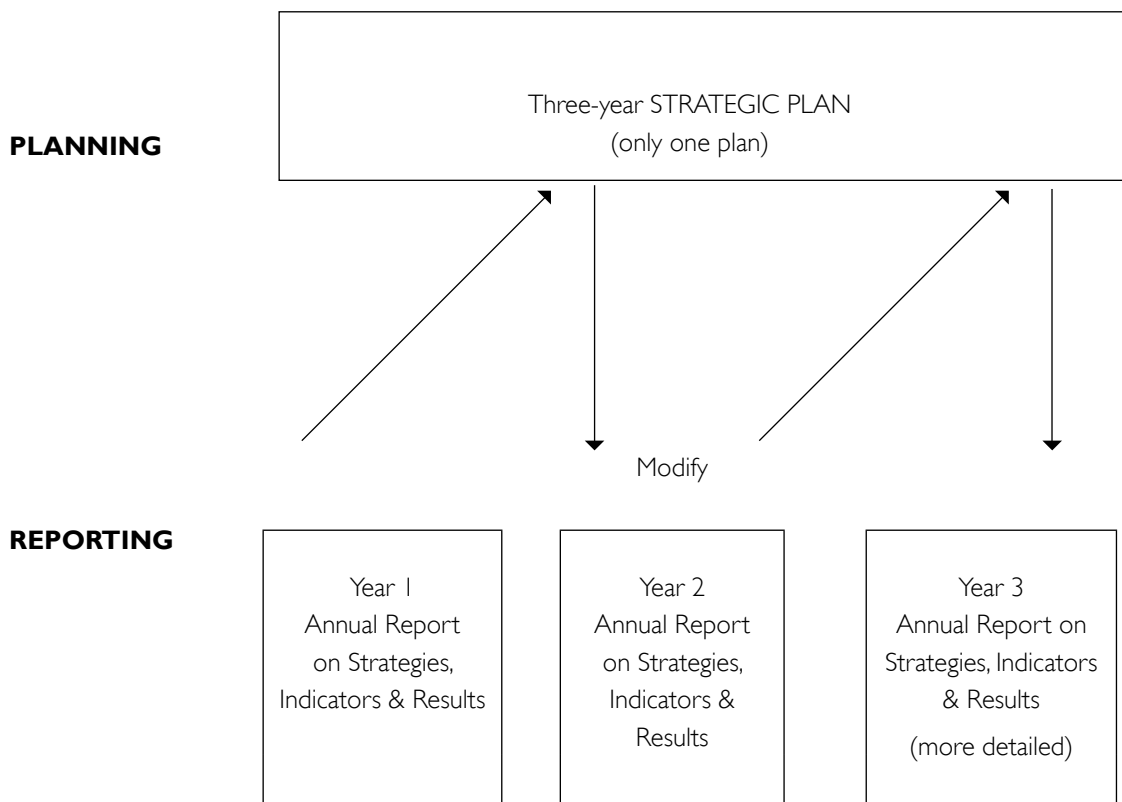
The *Neighbourhood Houses - Building Community, Strategic Framework 2008-2013* requires that the neighbourhood houses develop a Strategic Plan over a three year period for the three goals: building community, supporting people and their families and enhancing choices. The report should outline objectives, strategies to achieve the objectives and indicators as to how the success in achieving the objectives will be measured.

I. Annual Reports

Each year neighbourhood houses will be required to prepare an Annual Report on the progress of each of the Strategic Plan's objectives by outlining the strategies, indicators and the results achieved. Once the first year Annual Report is completed, by referring back to the Strategic Plan objectives, the strategies for the following year (Year 2) may be modified to meet the target outcomes and so on for Year 3.

In Year 3 a more detailed report may be required to outline the results over the three year period.

Following is a diagram to explain the process :



STRATEGIC PLAN FOR 20..... – 20.....
 (Name of Neighbourhood House)

Our strategic direction for the next three years

Objective: (Only report on the relevant objectives for your neighbourhood house.)

GOAL 1 BUILDING COMMUNITY

	STRATEGIES (Plans on how to reach your objective)	INDICATORS (How you will measure your success)	RESULTS/ KEY ACHIEVEMENTS (What we actually achieved over the year and why)	FINAL 3 YEAR RESULT OVERVIEW
Year 1				
Year 2				
Year 3				

STRATEGIC PLAN FOR 20 – 20

(Name of Neighbourhood House)

Our strategic direction for the next three years

Objective: (Only report on the relevant objectives for your neighbourhood house.)

GOAL 2 SUPPORTING PEOPLE AND THEIR FAMILIES

	STRATEGIES (Plans on how to reach your objective)	INDICATORS (How you will measure your success)	RESULTS/ KEY ACHIEVEMENTS (What we actually achieved over the year and why)	FINAL 3 YEAR RESULT OVERVIEW
Year 1				
Year 2				
Year 3				

STRATEGIC PLAN FOR 20 – 20

(Name of Neighbourhood House)

Our strategic direction for the next three years

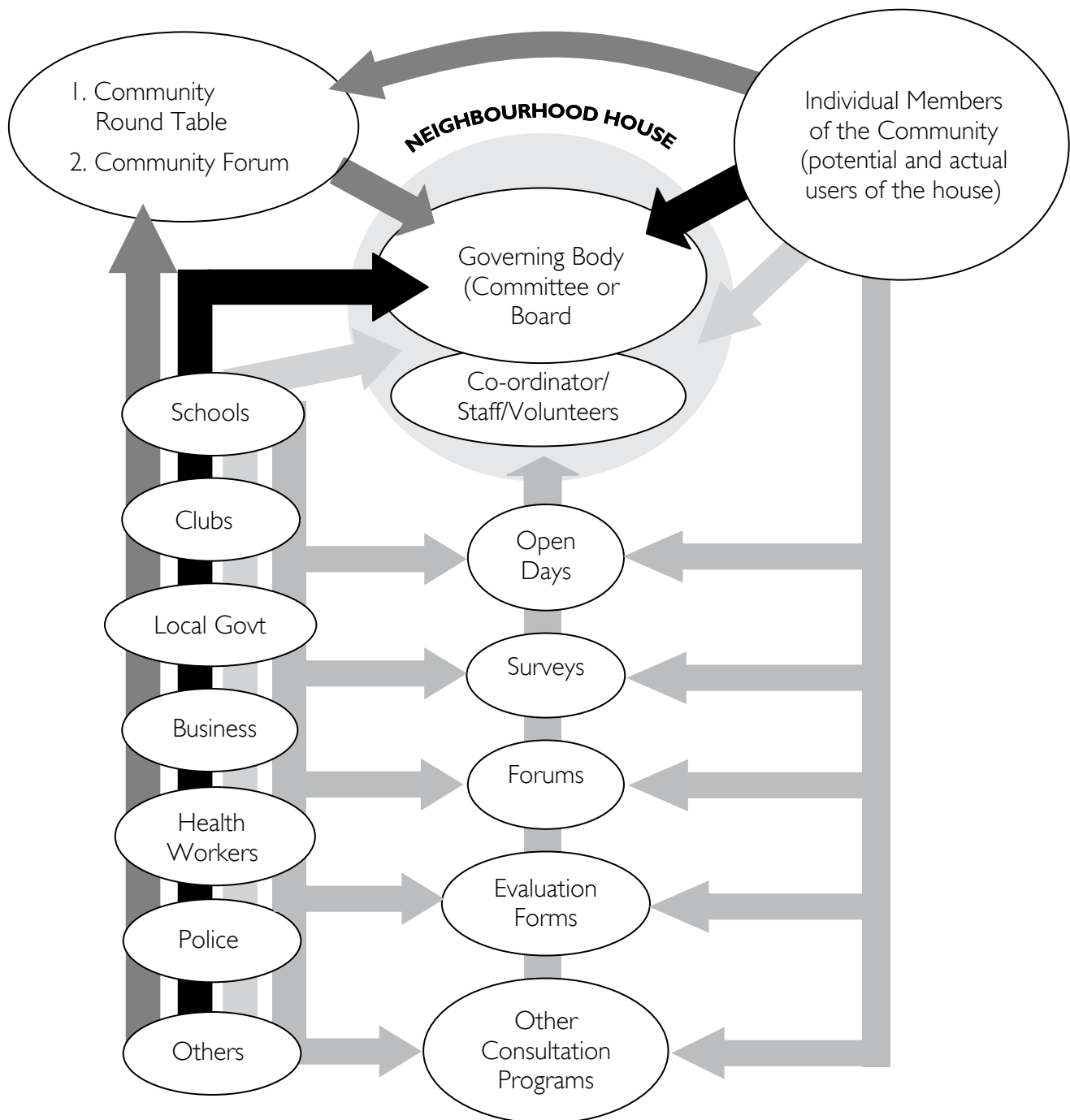
Objective: (Only report on the relevant objectives for your neighbourhood house.)

GOAL 3 ENHANCING CHOICES

	STRATEGIES (Plans on how to reach your objective)	INDICATORS (How you will measure your success)	RESULTS/ KEY ACHIEVEMENTS (What we actually achieved over the year and why)	FINAL 3 YEAR RESULT OVERVIEW
Year 1				
Year 2				
Year 3				

A separate page can be included for: Key achievements over the three years (opportunity to expand on your biggest achievements)

Appendix 2 Community Input and Feedback Options



Appendix 3 Example Of Community Round Table Membership Options

- Primary School Teacher
- Secondary School Teacher
- Adult Education Teacher
- TAFE Teacher
- Child Care Centre Staff Member
- Family Day Care Representative
- Local Council Staff Member
- Local GP
- Child Health Nurse
- Local Medical Centre/Hospital Staff Member
- Local Religious Groups Representative
- Local Family Support Worker
- Local Art/Craft Group Representative
- Senior Citizens Group Representative
- Local History Society Representative
- Local Gardening Club Representative
- Local Writers Group Representative
- Local Community/Services Clubs Representative
- Local Sporting Clubs Representative
- Local Police Officer
- Banking/Credit Union staff Member
- Retail Business Representative
- Manufacturing Business Representative
- Business Organisations Representative
- Welfare Service Representative
- State Government Agencies Staff Member
- Library Staff Member
- Employment Services Staff Member
- Housing Tasmania Staff Member
- Youth Group representative
- Charitable Groups representative
- Legal System Representative
- Indigenous People Representative
- Representative/s of Ethnic Community/ies
- Neighbourhood Watch Representative
- High School Student Council Representative

Annual Management Committee Report

House or Centre

Financial Year

Please complete the Annual Management Committee Report for the period of the financial year just finished and submit it no later than 31 October following the end of the financial year. Return to Community Support Program, Children and Family Services, GPO Box 125 Hobart, 7001.

Neighbourhood House Details

Date: _____

Name of House or Centre: _____

Street Address: _____

Postal Address: _____

Telephone: _____ (mobile) _____

Fax: _____

Email: _____

Internet: (Website) _____

Co-ordinator's Name: _____

(and/or Manager's)

Names and Positions

of any other paid staff: _____

President's Name: _____

Treasurer's Name: _____

Secretary's Name: _____

Public Officer's Name: _____

Names of Committee Members _____

Opening Hours: _____

Opening Weeks: _____

Involving the Community

1. A Community Organisations/Services Directory is in place and publicly available for reference

(please tick)

Yes No

A copy of the Directory is attached

Yes No

2. The following details of the Directory are up to date as of(insert date)

(please tick)

Contact names Yes No

Contact details Yes No

Services available Yes No

3. An annual Community Forum was held during the period of the service agreement

(please tick)

Yes No

Date of event:..... No. of people attending:

How we did it:

.....

.....

4. A Community Round Table is in place (please tick)

Yes No, but we are part of another group with similar membership

Organisations represented: _____

Meeting Dates(1)(2)

Appendix 5 Checklist of Requirements for Annual Neighbourhood House Report

(REPORT TO THE DEPARTMENT OF HEALTH AND HUMAN SERVICES)

As specified in Schedule 5 of the Neighbourhood House Service Agreement, the following items are required by the Community Support Program, Department of Health and Human Services. The reporting requirements are contained in the *Strategic Framework for Neighbourhood Houses 2008-2013*, appendix 5 on pages 33 – 44.

The documents should be forwarded to:

The Community Development Officer North, South or North West – whichever is appropriate)

Community Support Program

Department of Health and Human Services

GPO Box 125

HOBART Tas 7001

- Annual Management Committee Report
- Strategic Directions for the years 20...- 20 ...
- And the annual reporting on that strategic direction
- A list of current committee members (as elected at the Annual General Meeting)
- A copy of your current constitution if there have been any changes since it was last submitted to the Department

The Annual Management Committee Report should be forwarded to the appropriate Community Development Officer in your region by 31 October each year.

Houses also need to ensure that:

- The Annual General Meeting has taken place by 30 September each year
- The Standards and Practices Manual has been updated in the past year
(if the updated version is available from DHHS)
- All reporting to Business Affairs has been sent by 30 September each year.

Financial Requirements.

The Grants and Contracts Unit within the Department is responsible for financial statements. Houses should forward audit statements, asset register and annual reports to:

Grants, Contracting and Purchasing

Department of Health and Human Services

GPO Box 125

HOBART Tas 7001

By 31 October of each year.

Appendix 6

Example of Community Services Directory

Where Service Provided	Service	Times	Contact	Telephone
Inaminka Council Offices	Social Worker	24 Hour	Terry Wallace	6934 7198
	Family Support Worker	Tuesday-Friday	Cynthia Jordan	6969 4837
	Youth Worker	Contact	Mabel Park	6937 4838
	Probation Officer	Fortnightly (Tues)	James Olsen	6979 2876
	Community Service Orders	Monday & Wednesday	Bill Storey	6947 3972
	Drug and Alcohol Worker	Weekly (Thurs)	Rachel Cowan	6945 4459
	Anglicare Financial Counsellor	Monthly	Claire Jones	6960 3895
	Service Tasmania	Daily	Sophie King	6939 4729
Salvation Army	Support/Counselling	24 Hour	Brian Fuller	6944 9994
	Emergency Relief	Tuesday - Friday	Jill Potter	6930 5827
Shire Hall	Parent Support Group	Tuesdays	Shirley Hazzard	6979 4737
	Alcoholics Anonymous	Monday, Thursday	Bruce Chatwin	0412 9993456
	Child Health Clinic	Tuesdays	Anne Hamilton	6927 4839
Youth Troop	Young Women's Activities	Wednesday Evening	Vicki Stritzke	6978 3279
	Drop In Activities	Tues – Friday Mornings	Gary Lea	6946 3895
Smith Street Medical Centre	Physiotherapist	Wed – Fri mornings	Samantha Bradley	6979 1560
Inaminka High School	Guidance Officer	Daily	Stella Phillips	6989 2376
Inaminka South Primary School	Speech and Language Therapist	Fortnightly (Tues)	Susan Brownlow	6989 3572
Inaminka Over 60's Club	Bingo	Wednesday evening	Gladys Knight	6939 5750
	Social Dance	Friday evening	Gladys Knight	6936 5696
Inaminka Hospital	Inaminka and High Vale Community Nursing Service	Daily	Norma Muller	6944 4038
	Paediatrician	Monthly (Wed)	Dr Shayne Whitby	6989 4765
Terry House, Albion Street	Employment National	Monthly	Rodney Fraser	6960 3745
	Optometrist	Mondays	Jonathan Presley	6907 4743
	Podiatrist	Fortnightly	Michael Foot	6920 9454
	Nursing Mothers	Monthly	Louise Sherwood	6985 3957
Mobile Services	Aged Care and Assessment Team	Fortnightly		6983 9836
	Domestic Violence	When requested		1800633 937
	Child Protection	When requested		6948 8934
	Cancer Support	When requested		131 120
	A.R.A.F.M.I.	When requested	Mary	6990 2376
Phone Services	Lifeline	24 Hours		131 114
	Oldfield House	When requested		6947 8290

Appendix 7 Criteria for Funding Neighbourhood Houses in Tasmania

Applying the Funding Category Criteria

1. Identify and map the catchment area of the neighbourhood house (metropolitan or non-metropolitan, see below, using Australian Bureau of Statistics collection districts boundaries)
2. Identify the index of socio-economic disadvantage of the catchment area compared to the Australian mean (Australian Bureau of Statistics)
3. Identify the population size of the catchment area and match to the population thresholds (Australian Bureau of Statistics)
4. Identify the degree of remoteness of the catchment area and match to the remoteness thresholds (Australian Bureau of Statistics)
5. Determine funding category

Catchment Area

The catchment area of an existing or a proposed neighbourhood house is defined as falling into either a metropolitan area or a non-metropolitan area. A metropolitan area is one within the greater metropolitan area of Burnie, Ulverstone, Devonport, Launceston and Hobart. All other catchment areas are classified as non-metropolitan.

Metropolitan Area

In metropolitan areas, the catchment area is generally defined as the area within an approximate 1.5 kilometre radius of the existing or proposed neighbourhood house. The actual catchment boundary will be defined by the Australian Bureau of Statistics census collection district boundaries nearest to the radius of 1.5 kilometres. The catchment area may distort in one direction or another, or elongate depending on the pattern of settlement relative to the location of the neighbourhood house or where a natural barrier like an estuary intervenes. In such cases, the overall catchment area should not be greater than approximately the area provided by a radius of 1.5 kilometres.

Existing houses where the catchment is calculated on the basis of the metropolitan area definition are:

- Burnie Community House
- Bridgewater
- Eastern Shore Community House
- Ulverstone Community House
- Devonport Community House
- Northern Suburbs Community Centre (Mowbray and Rocherlea)
- Ravenswood Neighbourhood House
- Bucaan Community House
- Clarendon Vale Neighbourhood House
- Goodwood Community Centre
- Gagebrook

Maranoa Heights Community Centre
Risdon Vale Neighbourhood Centre
Rokeby Neighbourhood Centre
Warrane/Mornington Neighbourhood Centre
West Moonah Community House

Non-Metropolitan Area

In non-metropolitan areas, the catchment area is defined as the area within an approximate 30 kilometre radius of the existing or proposed neighbourhood house. The actual catchment boundary will be defined by the Australian Bureau of Statistics census collection district boundaries nearest to the radius of 30 kilometres. The catchment area may distort in one direction or another, or elongate depending on the pattern of settlement relative to the location of the neighbourhood house or where a natural barrier like an estuary intervenes. In such cases, the overall catchment area should not be greater than approximately the area provided by a radius of 30 kilometres.

existing houses where the catchment is calculated on the basis of the non-metropolitan area definition are:

Beaconsfield Neighbourhood House
Deloraine House
Derwent Valley Community House
Dorset Community House
Dunalley Neighbourhood Community House
Fingal Valley Neighbourhood House
Geeveston Community Centre
George Town Neighbourhood House
Midway Point Neighbourhood Centre (because of the unique geography of the Point)
Okines Community Centre
Rosebery Neighbourhood Centre
St Helens Neighbourhood House
Tresca Community Centre
West Winds Community Centre
Zeehan Neighbourhood Centre

Index of Relative Socio-Economic Disadvantage (SEIFA Index)

The Index of Relative Socio-Economic Disadvantage (SEIFA Index), developed by the Australian Bureau of Statistics, is an index of the disadvantages faced by communities compared to other communities. It is derived from indicators such as low income, low educational attainment, high unemployment and jobs in relatively unskilled occupations.

The lower the index value, the more disadvantaged an area is compared with areas with a higher index value.

The Index of Relative Socio-Economic Disadvantage is useful for identifying areas of disadvantage for allocation of services or funding of programs such as the neighbourhood house program. For this reason, the major (but not sole) determinant of the funding category of a neighbourhood house is the index value.

Many aspects of the socio-economic profile of a community cannot be measured directly but there are some variables that can be compared between communities to give an indication of the relative disadvantage facing one community compared to another. The Australian Bureau of Statistics has developed the Index of Relative Socio-Economic Disadvantage using data collected at each census. The most recent data available to develop the Index is that of the 2006 Census.

As a threshold for funding, communities with a SEIFA index value above the Australian mean of 1000 will not be eligible for neighbourhood house funding. Where a community has a score below 1000, and thus is able to be considered for neighbourhood house funding, further assessment for funding eligibility is based on population size and degree of remoteness of the community (see attached chart and below). Thus, a large population within the catchment may move a neighbourhood house into funding category A, although its SEIFA index value is higher than another community with a small population where the neighbourhood house remains in funding category B. Similarly, and overlaid on population considerations, the degree of remoteness may make shift a neighbourhood house from one category to another.

The variables used by the Australian Bureau of Statistics to calculate the Index of Relative Socio-Economic Disadvantage are:

- Persons aged 15 and over with no qualifications (%)
- Families with income less than \$15,600 (%)
- Families with offspring having parental income less than \$15,600 (%)
- Females (in labour force) unemployed (%)
- Males (in labour force) unemployed (%)
- Employed Females classified as 'Labourer and Related Workers' (%)
- Employed Males classified as 'Labourer and Related Workers' (%)
- Employed Males classified as 'Intermediate Production and Transport Workers' (%)
- Persons aged 15 and over who left school at or under 15 years of age (%)
- One parent families with dependent offspring only (%)
- Households renting (government authority) (%)
- Persons aged 15 and over separated or divorced (%)
- Dwellings with no motor cars at dwelling (%)
- Employed Females classified as 'Intermediate Production and Transport Workers' (%)
- Employed Females classified as 'Elementary Clerical, Sales & Service Workers' (%)
- Employed Males classified as 'Tradespersons' (%)
- Persons aged 15 and over who did not go to school (%)
- Aboriginals or Torres Strait Islanders (%)
- Occupied private dwellings with two or more families (%)
- Lacking fluency in English (%)

Population Thresholds

The minimum population threshold is 1500 people. Below this threshold, a new stand-alone neighbourhood house will not be funded, irrespective of other criteria. The attached chart shows the population thresholds that apply above 1500 people. These population thresholds are linked to the SEIFA index value (see above) and the remoteness indicator (see below).

In metropolitan areas, no new neighbourhood house will be funded within a minimum 3 kilometre radius of an existing or proposed neighbourhood house (or distance by road from the neighbourhood house where a natural barrier like an estuary intervenes) if the combined catchment population of both houses is or would be less than 5500.

In non-metropolitan areas, no new neighbourhood house will be funded within a minimum 60 kilometre radius of an existing or proposed neighbourhood house (or distance by road from the neighbourhood house where a natural barrier like an estuary intervenes) if the combined catchment population of both houses is or would be less than 3500.

Remoteness Thresholds

Many of the disadvantages that a community may face as a result of the degree of remoteness from a full range of services are arguably dealt with by the indicators used in the SEIFA index. However, a further, limited weighting is applied on the basis of remoteness for the purpose of neighbourhood house funding categorisation (see attached chart). The Australian Bureau of Statistics has developed an Australian index of remoteness that, in Tasmania, identifies 4 categories of remoteness. Greater Hobart is designated "Inner Regional", most of the rest of Tasmania is designated "Outer Regional", the west coast and the north east coastal strip around St Helens are designated "Remote" and Flinders, King and other Bass Strait Islands are designated "Very Remote".

Requirements for Establishing New Neighbourhood Houses

- As an overriding principle, target funding of new neighbourhood houses to priority areas of highest need as defined by these criteria for funding.
- New category B houses will not be funded while there are any communities eligible for a category A house that do not yet have such a house.
- New neighbourhood houses must have a viable governing body, representative of a diversity of interests in the community, to be eligible for funding.
- New neighbourhood houses must provide an annual strategic plan and a report from a community round table in accordance with the strategic framework prior to being eligible for funding.
- The governing body (committee of management) must have not less than 10 active members with a quorum set at not less than 6 people.
- To ensure diversity of representation and avoid conflicts of interest, not more than one other immediate family member of a person, or two representatives of any one group or organisation may be members of the governing body (committee of management) and/or staff at the same time.
- As far as practicable, new neighbourhood houses must be located geographically to best serve the spread of population in the catchment, except that where the majority of the population is located in one centre, the house will be located there.

SEIFA Score	> 1500 people	1500-1700	1700-2000	2000-2500	2500-3500	3500-5500	< 5500
Below 700	Very Remote Remote Outer Regional Inner Regional	X X X X	B B B B	A A A A	A A A A	A A A A	A A A A
700 - 750	Very Remote Remote Outer Regional Inner Regional	X X X X	B B B B	A A B B	A A A A	A A A A	A A A A
750 - 800	Very Remote Remote Outer Regional Inner Regional	X X X X	B B X X	B B B B	A A A A	A A A A	A A A A
800 - 850	Very Remote Remote Outer Regional Inner Regional	X X X X	X X X X	B B B B	A A A A	A A A A	A A A A
850 - 900	Very Remote Remote Outer Regional Inner Regional	X X X X	X X X X	B B B B	A A B B	A A A A	A A A A
900 - 950	Very Remote Remote Outer Regional Inner Regional	X X X X	X X X X	X X X X	B B B B	A A B B	A A A A
950 - 1000	Very Remote Remote Outer Regional Inner Regional	X X X X	X X X X	X X X X	B B B B	B B B B	B B B B
Above 1000	Very Remote Remote Outer Regional Inner Regional	X X X X	X X X X	X X X X	X X X X	X X X X	X X X X

X = Not eligible for funding

B = Baseline funding (category B)

A = Higher needs funding (category A)

Appendix 8 Glossary

Below are listed the meanings of some words and phrases as they are used in this Strategic Framework.

The Annual Management Committee Report is not the same as the Annual Report required by the Associations Incorporation Act 1964, though it could possibly be used as a basis for the Annual Report.

Annual Report is required by the Associations Incorporation Act 1964, including financial reports and details of committee membership.

Community Capacity is the capabilities and resources available to people within an area, both personally and together as a community, to participate and work together to build and maintain the health and well being of themselves and their community.

Community Forum is an annual event organised by each neighbourhood house. It is designed to attract as many people in the local community as possible to be informed of the programs and services of the neighbourhood house. It is also intended to encourage people to provide feedback on the operations of the house and the needs of the community. The Community Forum does not need to be advertised by this name, nor does it need to take the form of a traditional meeting. Innovative ways of attracting people to attend and providing for their participation are strongly encouraged.

Community Round Table is a minuted meeting organised by each neighbourhood house and held at least twice a year. The specific agenda is to advise the neighbourhood house of ongoing or emerging issues in the community and suggest possible ways that the neighbourhood house could respond to them. Any member of the community can be invited to the Community Round Table, but it must include a mix of representatives of institutions, organisations and businesses located in and/or serving the local community. In effect, the Community Round Table serves an advisory and supporting role.

Although the roundtable meetings have a degree of formality and an agreed agenda, there is no reason why they cannot be a brief and specific part of another regular gathering such as a services network meeting or similar as long as there is a reasonably consistent representation as listed above. At least one meeting per year should have a broad approach to issues; the other meeting could be addressing a special topic or concern.

Goals are the big picture, long term aims that will achieve the vision for the future.

Governing Body is the group of people who are officers or ordinary committee members of the committee as defined by the *Associations Incorporation Act 1964 and the organisation's constitution*, or an otherwise legally constituted body such as a local government.

Immediate family member in relation to a person, includes:

- (a) a spouse (including a defacto or a former spouse or defacto) of the person; and
- (b) an adult offspring, a child, parent, grandparent, grandchild or sibling of the person or of a spouse (including a defacto or a former spouse or defacto) of the person

Objectives are the more specific things that will be achieved in the short to medium term, often as part of achieving the broader long term goals.

Outcomes are the results or what will be in place when efforts are successful.

Performance Indicators are ways of showing how to keep track of how work is progressing and on course.

Strategic Plan is a written guide describing what is going to be achieved, how it will be achieved and ways to keep track of how it is progressing.

Strategies are what is going to be done to achieve the objectives.

Department of Health and Human Services (DHHS) is the organisation responsible for funding Neighbourhood Houses and monitoring the Program.

The Tasmanian Association of Community Houses (TACH) is the peak body for Neighbourhood Houses in Tasmania. The organisation is also funded by DHHS to provide advocacy, advise the Government on issues relevant to neighbourhood houses, provide support, liaison and development of the neighbourhood house program.

Appendix 9 References

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