



dhcs | ACT

department of
disability, housing &
community services

COMMUNITY SERVICES

FACILITIES MANAGEMENT

STRATEGY

ACT Government

February 2004

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1. INTRODUCTION TO THE DEPARTMENT

1.1 ORGANISATIONAL CULTURE

The Department of Disability, Housing and Community Services (DHCS) was established in July 2002. This new Department brings together government responsibilities for public and community housing services, disability services and concessions, community services and facilities, supported accommodation and therapy services. Previously these functions were spread across a number of Government Departments.

In bringing these functions together into one organisation, the Department provides an integrated approach to the development of policy and the delivery of community services programs. An important element in the delivery of these programs is the provision of facilities for use by the community.

The delivery of community services through the Department's community facilities is based on the principles, objectives and strategic themes, which the Department has adopted.

The following principles underpin the operation of the Department:

- A client service orientation that values their capacity to make decisions and is committed to making a difference in the quality of their lives through continuity of care and the provision of appropriate services;
- Initiative, innovation and diversity in an environment of change and development;
- A culture of continuous improvement to support best practice in our delivery of services and rigour in our accountability for outcomes; and
- A strong organisational culture that is clearly communicated throughout the organisation.

The Department also has regard to a number of objectives in engaging and involving its clients, in particular:

- An environment in which clients and their representatives are able to contribute to the activities of the Department;
- A rigorous approach to data and research which provides an evidence base for the planning and delivery of our services;
- An environment in which community organisations and their representatives are able to contribute to the activities of the Department, facilitating a feeling of shared responsibility for the development of those activities;
- The importance of the community sector in delivering services in partnership with the Department, and promote ongoing relationships;
- An exemplary standard of accountability and uphold the practice of good governance;
- Management of financial and physical resources responsibly and in accordance with whole of government policies; and
- Recognition amongst its clients, the Government and the community as a leading collaborative and innovative human services agency.

Furthermore, a number of strategic themes guide the Department's operations. Among these are:

1. Engaging and Involving Our Clients

Our clients are our primary concern. Using a person-centred approach and respecting their capacity to make decisions, we are working closely with them to address their needs and where appropriate, those of their families, carers and guardians.

2. Improving Outcomes for Our Clients

We are working to ensure that the services and programs we provide are meeting the complex needs of our clients at all ages and stages of their lives and in whatever circumstances they may find themselves.

3. Building Better Community Partnerships

Through a focus on community development and consultation, we are building closer partnerships with community organisations and the wider Canberra community to ensure that we deliver services of a high standard to them.

4. Serving and Contributing to Good Governance

We are responsive to the policies of the Government. Through the provision of support to the Minister and the Chief Minister and through strong relationships with those government departments that are our partners, we are developing an exemplary standard of accountability, supporting the infrastructure of government and upholding the practice of good governance.

5. Performing as a Best Practice organisation

Our workforce is a crucial resource. We are establishing organisational systems to develop every staff member as a highly professional, respected and responsive officer working as a member of an effective team in a well-respected organisation.

1.2 OUR APPROACH TO A COMMUNITY SERVICES FACILITIES MANAGEMENT STRATEGY

In the context of this Plan:

“Community Facilities are government owned buildings managed by not for profit community organisations through a sub-lease agreement with the department. Their function is to support government objectives, departmental service delivery objectives and community group and individual client activities.”

The current community facilities asset stock met the needs of the Canberra community during the 1970s and 1980s. However the Canberra community has undergone change since that time and notwithstanding new facilities built by the ACT Government, there is pressure on the Department to continually develop its asset stock to meet contemporary needs.

The Department will meet these needs with the available resources given to it by Government in close consultation with its stakeholders.

This strategy for the management of community facilities includes a set of principles:

- Community facilities exist to support community group and individual client activities, government objectives and the Department's service delivery objectives;
- Asset planning and management are an integral part of the Department's financial planning to ensure that ACT assets are managed effectively and remain aligned with Government objectives;
- Organisations managing the Department's facilities should establish effective internal controls for the planning and management of assets consistent with this Strategy;
- Asset management decisions should meet the needs of the present without compromising the needs of future generations;
- Organisations managing the Department's facilities should demonstrate the consistency of their decisions with community needs and expectations; and
- The Department's community facilities are owned on behalf of the community and the planning, acquisition, maintenance, renewal and disposal of assets should be transparent to those owners.

1.3 A STRATEGY FOR FACILITIES MANAGEMENT

This strategy for the management of community facilities has been developed in the context of these principles. It identifies the challenges ahead in ensuring facilities are functional and relevant to the community.

The strategy acknowledges the role of the Department in promoting effective and efficient asset management of its community facilities. These outcomes cannot be achieved without a partnership with the community associations that have the management leases of the facilities. The success of these organisations in identifying, funding and delivering relevant community services is crucial to the Department achieving its overall aims.

The Department's facilities are only a proportion of those owned by the ACT Government. This strategy focuses on the responsibilities of the Department but is mindful of other agency strategies that may impact on the overall management of and strategy for the provision of community facilities in the ACT.

The strategy identifies key initiatives over the next three years that are essential to progressively improving the management of its facilities. It is essential that both the Department and the community organisations that manage them support each other in establishing a culture of continuous improvement in asset management.

2. CONTEXT FOR THE STRATEGY

2.1 BACKGROUND

A key resource in delivering community services is the 37 community service facilities across Canberra. These facilities were inherited from the then Department of Education and Community Services as part of a transfer of functions when the Department of Disability, Housing and Community Services was established.

Funding allocated to these facilities is substantial and without a strategic assessment of the services they provide, the arrangements under which they operate or their functional capabilities, the Department will not be able to adequately provide for the future needs of the Canberra community in a sustainable and cost effective way.

The Department acknowledged the need to develop a strategy for the management of their community facilities and engaged the consultants Avalon Enterprises (ACT) Pty Ltd to assist in the process.

A draft strategy was discussed with community organisations in late September and October 2003 before being finalised for consideration by Government. The Department will embark on a three year process of review and continuous improvement along the lines outlined in the plan.

At that stage the strategy will be reviewed together with the Department's Asset Management Plan, which includes a forward program for the planning, acquisition, operation, maintenance, renewal and disposal of facilities.

Two studies have been undertaken in recent years that are relevant to the Department's planning process. They are the report prepared by the then Department of Education and Community Services in 2002 and a more recent study by the Planning and Land Management (now the ACT Planning and Land Authority) in 2003. This latter study is still current.

Both of these studies addressed issues related to the management of community facilities in the ACT and their relevance to the current study are discussed in the following sections.

2.2 EDUCATION DEPARTMENT STUDY

The former Department of Education and Community Services prepared a report¹ prior to handing over the community services facilities to the Department of Disability, Housing and Community Services. This report included pre-schools, childcare centres, youth centres in addition to the community services facilities that it devolved.

The overall aim of the report was to encourage a more strategic approach to the management of community facilities in the ACT. The first stage involved developing a management strategy for the facilities.

¹ A Strategic Framework for the Management of Community Services Facilities. Department of Education and Community Services (March 2002)

The second stage involved establishing an inventory/database of all facilities in the property portfolio. A survey was undertaken as a means of gaining a greater understanding of the operation of these facilities, in particular, utilisation patterns, client characteristics and facility performance measures. The community organisations that managed the facilities were also given the opportunity to comment on matters of concern to them. The views of users (or potential users) of community facilities were not sought as part of this survey.

A number of issues emerged from the analysis of the survey, including:

- The survey indicated that at that time, public liability and building insurance for the community facilities needed to be addressed urgently.
- The survey revealed under-utilisation across facility types and within districts. While it is recognised that the analysis of actual and potential capacity has to be treated with some caution, this is an area that will need examining more closely.
- Community centres contained the highest levels of activity across most client groups. Community halls also rated highly for overall activity. While all groups used most facilities to varying degrees, social and recreational groups were the heaviest users, followed by youth groups, playgroups, aged groups and sporting groups.
- One of the encouraging findings of survey was the high level of approval rating given to the performance of the facility. These issues included 'fitness of purpose' of the facility, location, size and layout, condition and access.

This report including the survey provided resource material for the Department of Disability, Housing and Community Services in developing this strategy for community facilities.

2.3 PALM (NOW ACTPLA) STUDY

Planning and Land Management (now the ACT Planning and Land Authority) undertook a needs assessment study in 2002-03 for the Central Canberra, Belconnen and Gungahlin districts of the adequacy of community facility land to meet the changing needs of the community². The second stage covering the Woden, Weston Creek and Tuggeranong districts was underway as at February 2004.

Whilst this study looked at the adequacy of land available for community use at a broader level than community services facilities, it identified a number of issues that are relevant to the Department's strategy.

The report made a number of suggestions with respect to the development of a facility management strategy for community use, including:

- A review of sub-leasing arrangements of government facilities to ensure that the use of community facilities is equitable.
- Consideration be given to the use of floor space area as a broad indicator to analyse availability, unit cost of provision and distribution of community facility assets.
- Renewal of sub-leases should be based on utilisation data, identified service needs and changing demography to allow for flexibility and optimum utilisation of community facilities.
- Where appropriate there should be training for facility managers on all aspects of community facility management.

² ACT Community Facility Needs Assessment (Central Canberra, Belconnen and Gungahlin). Leigh Cupitt and Associates (May 2003)

- Examine the use and management costs of community facilities, as a basis of assessing the viability of a facility.
- Investigation of database and website possibilities for the collection and maintenance of community facility data/information for both government and public use.
- Development of a database of organisations who are unable to purpose build but who are willing to enter into partnerships with existing lessees and/or collocate with existing facilities.

As the PALM study proceeds to other districts in southern Canberra, there needs to be consistency between the two Departments in the approach they take in addressing key facility management issues. The now ACT Planning and Land Authority is therefore a major stakeholder in the Department's strategy.

2.4 DUS PROPERTY BRANCH ASSET MANAGEMENT

The Property Branch of the Department of Urban Services is developing a whole of government approach to property asset management for all government owned buildings including community accommodation, and community facility buildings. Other ACT Government property owners including the Department of Education, Youth and Family Services, ACT Health as well as the Department of Disability, Housing and Community Services are actively involved in the development of this whole of government initiative. Community organisations will also be consulted in the development of the strategy, in particular in relation to community accommodation and facilities.

This initiative aims to:

- align assets with Government service delivery priorities;
- develop common policies and principles for the management of government owned assets;
- develop common performance management measures for government owned assets;
- set a framework for a whole of government strategic approach to asset ownership and management; and
- establish a common framework for the acquisition, refurbishment and disposal of Government owned assets.

2.5 ROLE OF THE DEPARTMENT AND COMMUNITY ORGANISATIONS

The role of the community organisations that have a lease to manage the facilities and deliver community services is a central feature of the Strategic Plan. There are 30 community organisations in the ACT that manage the Department's 37 facilities. These organisations are effectively the partners to this Strategic Plan.

Each organisation is a legal entity with its own board of management and financial business plan. Whilst the facilities are owned by the ACT Government and administered by the Department, the organisations attract funding from a number of sources including grants from both ACT and Commonwealth Departments to deliver a range of community services on a not-for-profit basis. The organisations can also charge for room hire or sub-lease part of the facilities to supplement their income.

Whilst the facilities are used in the delivery of most of these services, there are a significant number provided off-site with the facilities serving as an administrative centre.

The interaction between the community organisations (essentially not-for-profit organisations) with the two levels of government in the delivery of community services creates a unique climate for co-operation.

This strategy needs to be viewed in the context of these complex arrangements and whilst it essentially focuses on asset management for the community services facilities, it must retain its focus on the delivery of contemporary community services.

3. SERVICES PROVIDED THROUGH THE FACILITIES

3.1 COMMUNITY CENTRES

A community centre is a multi-purpose building offering a wide range of community activities for a range of age and interest groups. It also generally provides accommodation for the community organisation that has the lease with the Department for managing the facility.

The facilities may include a large hall for theatrical, sporting and recreational purposes, as well as conference and meeting rooms. The total building area may be up to 3,000 square metres with approximately 500 square metres being available for casual hire purposes. The buildings tend to be purpose built and generally are located in close proximity to bus services and shopping centres.

There are six regional and five local community centres. The six regional community centres tend to provide a significant regional resource whilst the local community centres cater for local communities or specialised activities. The importance of the local centres to the viability of the local shopping centre cannot be under-stated.

Groups that use the centres include cultural, educational, social, recreational, sporting, mental health; playgroups, etc. Activities can include drama, tai chi, exercise, leisure, dance groups, martial arts, fitness, playschool, pool, internet access and games.

Programs cover a complete range of services that target parenting and young parents, personal development, migrant settlement services, aged care and support, community aid, disability support, family support, community transport, youth drop-in, mental health information and life skills.

Whilst the community centres may provide a range of services, their role is limited in what they offer the public. For instance, they do not provide medical or legal aid services.

3.2 COMMUNITY HALLS

These facilities are essentially halls with storage and kitchen facilities in some cases. The average size of this facility is around 150 - 200 square metres. They are a basic facility used by the local community for activities such as private functions, dances, leisure activities, community and group meetings and exhibitions. Some halls also include an enclosed playground.

3.3 COMMUNITY HOUSES

Traditionally, a community house is a typical three-bedroom Housing ACT house with some minor modifications and is approximately 160 – 200 square metres in size. They have, in the past, been located within residential settings and provide a focal point for resident-initiated activities in the area.

However this type of community house can generate noise and parking problems with neighbours and not be very flexible in their use.

Newer facilities are now, where possible, purpose built and co-located or built close to preschool/primary schools and/or local centres. They provide community space and kitchen facilities for community development, recreational and educational programs, local meetings, functions and art and crafts activities, children's activities and playgroups.

3.4 NEIGHBOURHOOD CENTRES

A neighbourhood centre provides a focus in the community for people to meet and develop networks as well as an opportunity to participate in activities of their own choice. Neighbourhood centres are usually purpose built facilities and are larger than community houses being approximately 300 – 400 square metres in size. They are generally located in close proximity to a group centre or neighbourhood shopping centres and include approximately 100 square metres for casual hiring purposes.

Neighbourhood centres usually provide for occasional childcare and playgroups, vacation and after school care. The centres offer community development and aid programs, support for families and seniors, leisure activities and multicultural conversation, as well as accommodation for the community organisation.

4. LEASE ARRANGEMENTS

4.1 THE FACILITIES MANAGED UNDER LEASE

The Department enters into a lease on behalf of the ACT Government with each community organisation, that defines the responsibilities of both parties with respect to permitted use, funding, public risk insurance, etc as well as the term of the lease.

The 37 community facilities can be arranged into four groups, as follows:

- Community Centres
- Community Halls
- Community Houses
- Neighbourhood Centres

In addition there are 6 co-located childcare centres and 3 co-located youth centres. Whilst these additional centres are outside the portfolio of the Department, they need to be included in the lease arrangements.

The number of facilities in each group and a general description of the type of facility and their use are shown in Table 4.1.

Table 4.1 - Number of Facilities and Services Provided

Facility Group	Number of Facilities	Description
Community Centres	11	<ul style="list-style-type: none"> • Large multi-purpose building offering a broad range of activities for a wide age group • Typically comprise halls, meeting rooms, child care services and other support services and community group accommodation
Community Halls	11	<ul style="list-style-type: none"> • Essentially a hall – some have storage space and kitchen facilities • Used by the local community for dances, exhibitions and other functions
Community Houses	9	<ul style="list-style-type: none"> • Located in residential areas and provide focal point for resident initiated activities in the area • Generally comprise meeting space, one or two offices and a small kitchen
Neighbourhood Centres	6	<ul style="list-style-type: none"> • Provide focus in the community for people to meet and develop networks and participate in activities of their own choice and creation - generally also provide for child care and after school care, play groups and community group accommodation • Usually located in close proximity to the neighbouring shopping centre
<i>Total</i>	<i>37</i>	

4.2 COMMUNITY ORGANISATIONS

The community organisations that manage the facilities are listed in Table 4.2. A full list of the facilities managed by each community organisation is given in Attachment A whilst a summary of the services provided by the eight regional community organisations are given as Attachment B.

During the consultation with the community organisations, some expressed the view that their facility should be grouped in a different group than the one shown in Table 4.2. There is a need to review the categorisation of facilities to better reflect contemporary community services and this will be done in the first year of the strategy in consultation with all the community organisations.

Table 4.2 - List of Community Organisations

Facility Group	Community Organisation
Community Centres	ACT Council of Cultural & Community Organisations Inc Belconnen Community Service Inc Communities@Work Inc Council on the Ageing (ACT) Inc Gungahlin Regional Community Service Inc Northside Community Service Pearce Community Centre Inc Southside Community Service Inc The Young Women's Christian Association of Canberra Weston Creek Community Association Woden Community Service Inc
Community Halls	Canberra Pensioners Club Inc Downer Community Association Inc Gungahlin Community Council Kaleen Community Association Inc North Belconnen Community Hall Association Inc Northside Community Service Southside Community Service Inc (2) South Belconnen Community Association Inc The Ginninderra Community Hall Association Inc Torrens Development Association Inc
Community Houses	Chisholm Community Centre Association Communities@Work Inc Conder Community House Management Committee Giralang Community Centre Association Inc Gilmore Community House Management Committee

Facility Group	Community Organisation
	Kambah Playgroups Association Inc North Belconnen Community Service Inc Tuggeranong Link of Community Houses & Centres Inc Victims of Crime Assistance League (ACT) inc
Neighbourhood Centres	Anglican Church Property Trust Diocese of Canberra & Goulburn Communities@Work Inc Isabella Plains Neighbourhood House Management Committee Gungahlin Regional Community Service Inc North Belconnen Community Association Inc Uniting Church in Australia (ACT) Property Trust Inc

4.3 OVERVIEW OF THE LEASE ARRANGEMENTS

A tendering process is generally used to choose the most appropriate organisation to manage a new community facility. Organisations interested in managing a facility are required to submit an expression of interest that demonstrates their ability and capacity to manage the facility. Submissions are called through public notices in local newspapers.

However community organisations managing existing facilities have a lease with the Department. These leases come up for renewal every five years at which time an assessment of the performance of the community organisation in managing the facility is undertaken.

In normal circumstances where this performance has been satisfactory, the lease with the community organisation is renewed without the need for public expressions of interest.

The lease is generally subject to a peppercorn rent if and when demanded. Whilst this effectively means that the organisations are not required to pay rent, they are required to meet all recurrent facility costs such as water, sewerage, electricity, minor maintenance (the first \$500 for each individual item of repair), public liability insurance and all operational costs. The Department is responsible for maintenance items over \$500 and for cyclical maintenance, fire protection systems and refurbishment work.

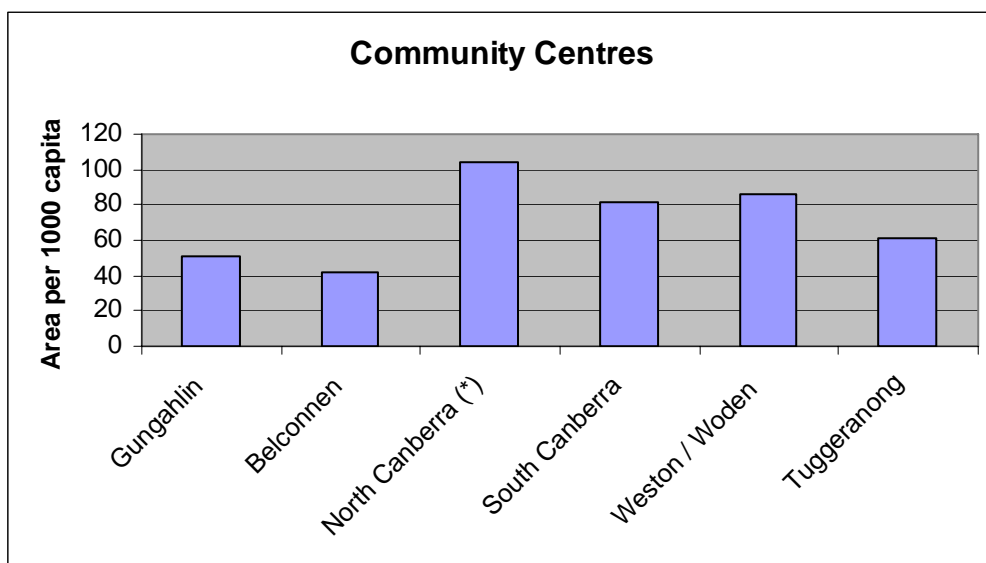
Some organisations fund operational costs through income derived from tenants and casual hiring. Hire rates for space within facilities are determined by each management group and based on providing access at a reasonable cost.

5. CURRENT PROVISION OF FLOOR SPACE

The provision of floor space can be expressed at a district level by the total floor space for each of the four facility groups per 1,000 population of the suburban catchment. The distribution in floor space is shown for the four facility groups in Figures 5.1 – 5.4.

These figures reflect the current classification of the facilities as outlined in the previous chapter. The graphs will change following a review of the facility groups and the facilities within each group.

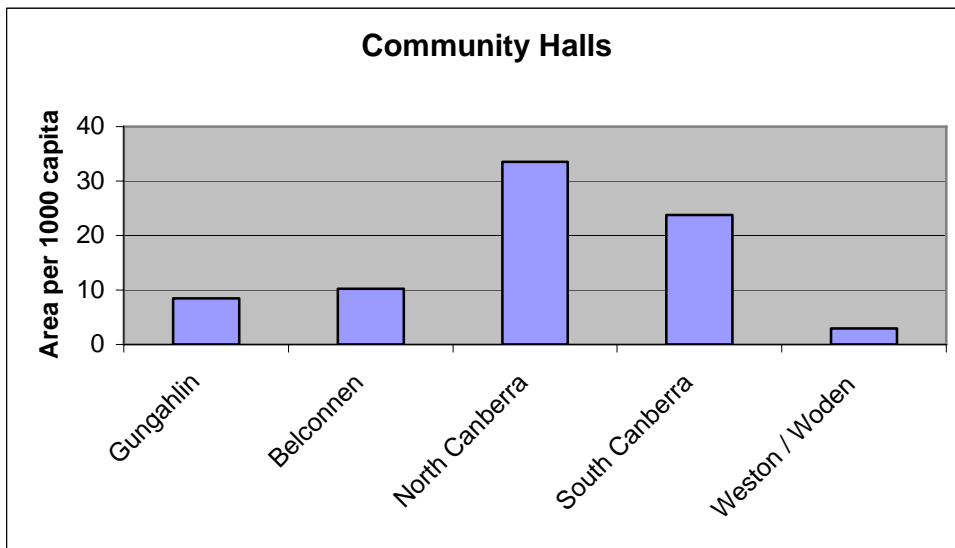
Figure 5.1 – Floor space for community centres



The provision of community centre floor space is generally uniformly distributed across all districts although Gungahlin and Belconnen are under-represented at this stage.

North Canberra also includes the Griffin Centre located in Civic, which has a large floor area and provides services to all of Canberra. Without the Griffin Centre, the space for North Canberra drops to below that for Belconnen.

Figure 5.2 – Floor space for community halls



The more established districts (North and South Canberra) dominate the provision of community hall floor space.

Figure 5.3 – Floor space for community houses

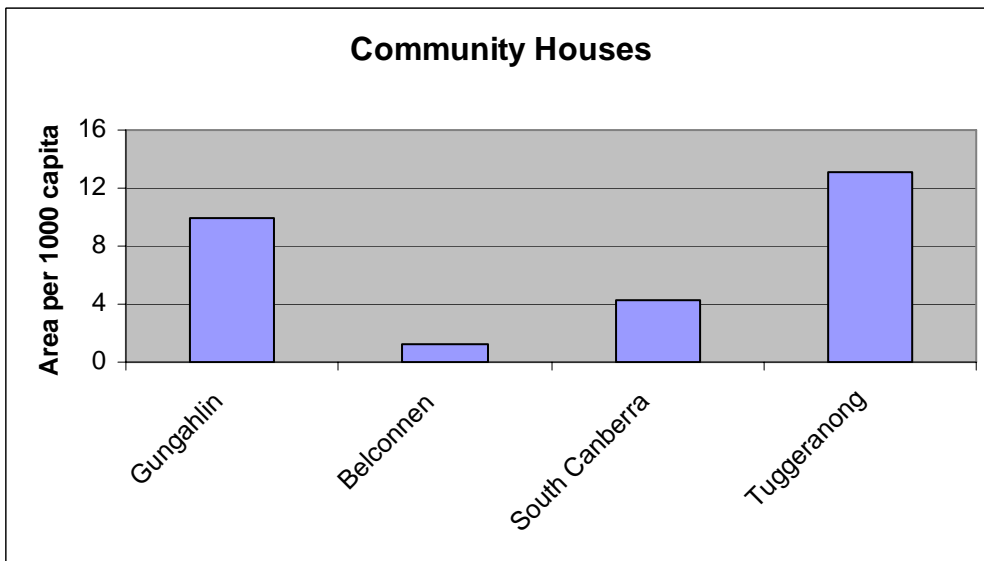
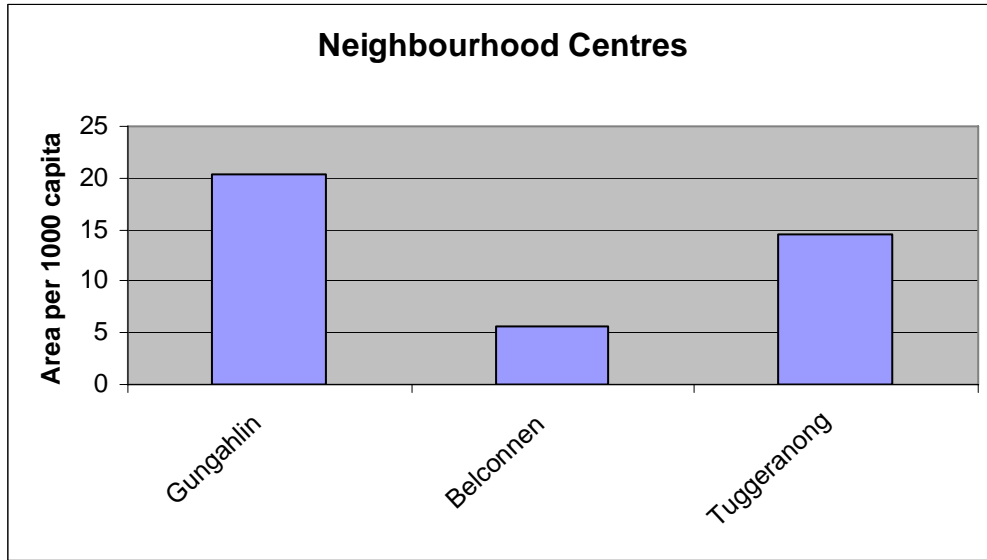


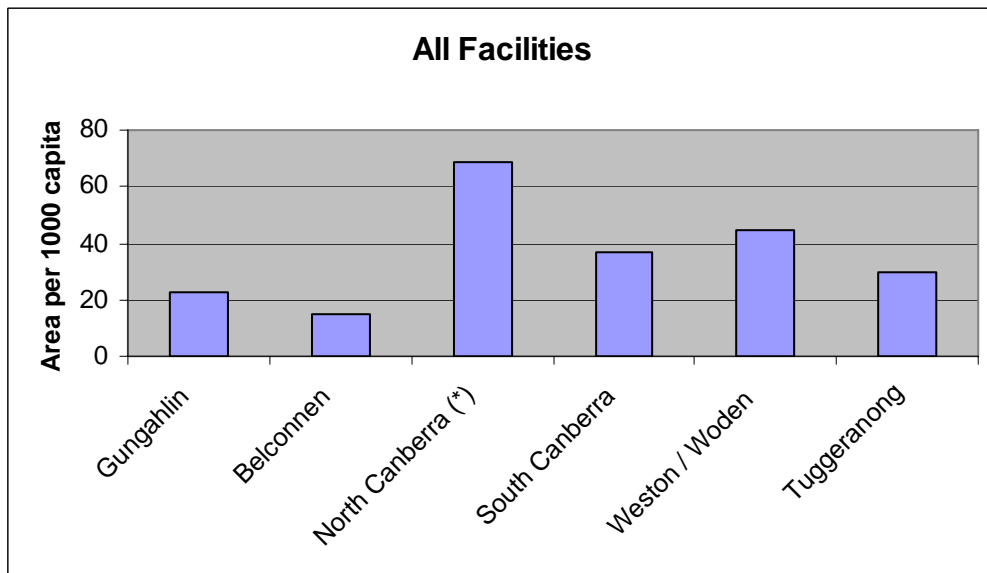
Figure 5.4 – Floor space for neighbourhood centres



The figures show that most of the community houses and neighbourhood centres are in the Gungahlin and Tuggeranong districts reflecting the younger age profile of these areas. There are few such facilities provided in the more established districts.

The distribution of space for all community facilities is given in Figure 5.5.

Figure 5.5 – Floor space for all facility groups



This figure shows that North Canberra is the best served in terms of community facility floor space, followed by the Weston / Woden and South Canberra districts.

However, it should be appreciated that North Canberra includes the Griffin Centre, which could be categorised as a Canberra wide resource centre. Without the Griffin Centre, North Canberra is comparable to the Tuggeranong in terms of overall facility space.

6. KEY STRATEGIC ISSUES

6.1 DEMOGRAPHIC FACTORS

Data published by the ACT Demographics³ shows that in the 30 years to 2032, Canberra's population is projected to grow by 67,000 people to 389,000. Of this growth, 57,000 will be for those aged 65 or more, while the number of children under 15 is projected to fall by 10,000.

The forecast average annual population growth between 2000 and 2010 for the six districts are shown in Table 6.1.

Table 6.1 – Average Population Growth by District (2000-2010)

District	% Annual Growth
Gungahlin	8.8%
Belconnen	0.5%
North Canberra	1.6%
South Canberra	1.4%
Weston / Woden	- 0.9%
Tuggeranong	0%

Canberra's overall population growth (about 0.8%) is now well below the national average of about 1.2 - 1.3%, and is slowing. The population is likely to peak around the middle of the century, at about 398,000 after which the population is then projected to decline. This peaking of the population will not be restricted to Canberra but rather will be a trend across the nation.

Gungahlin-Hall will experience the most growth, with the population increasing by 17,250 in the period from 2000 to 2010. This is an average growth rate of 8.8% per year. The other major regions of population growth will be North Canberra (growing by 6,350 persons), West Belconnen (growing by 4,500 persons), and South Tuggeranong (growing by 4,150 persons).

In 2010, North Tuggeranong will be the largest population district, followed by South Belconnen and North Canberra. The new development area of West Belconnen will be the smallest district, followed by Weston Creek-Stromlo and South Canberra.

The Canberra population, despite the steady ageing process, is still young and very mobile. This reflects the relatively newness of the city, the young age profile of the residents, the nature of public administration, and the demands for new skills in the emerging businesses and industries in Canberra.

³ ACT Demographics homepage <http://www.cmd.act.gov.au/demography>

Analyses included in these forecasts show that less than half of residents of Canberra continued to live at the same address for more than a 5 year period, about a third had migrated from interstate in the last 5 years to live in Canberra (despite the recent lower levels of net interstate migration), and nearly a quarter had moved to their current address from other suburbs in Canberra.

This mobility is not expected to stop. It is expected to increase as the nature of public administration, education institutions, business and industry in Canberra demands an even more highly skilled, trained, and experienced workforce.

The changing distribution of population in Canberra will impact on the provision of infrastructure and services in the various districts of Canberra by the ACT and Commonwealth Government, business and the community. The nature and process of the ageing of the population will also have a major impact on the type and nature of the services needed in different parts of Canberra - the districts containing the older population will demand, and need, different services to the districts with much younger aged populations.

Figures 6.1 and 6.2 show the change in building floor area per 1000 capita for the population in 2000 compared to that based on the 2010 forecast.

Figure 6.1 – Floor space for all facilities based on 2000 population

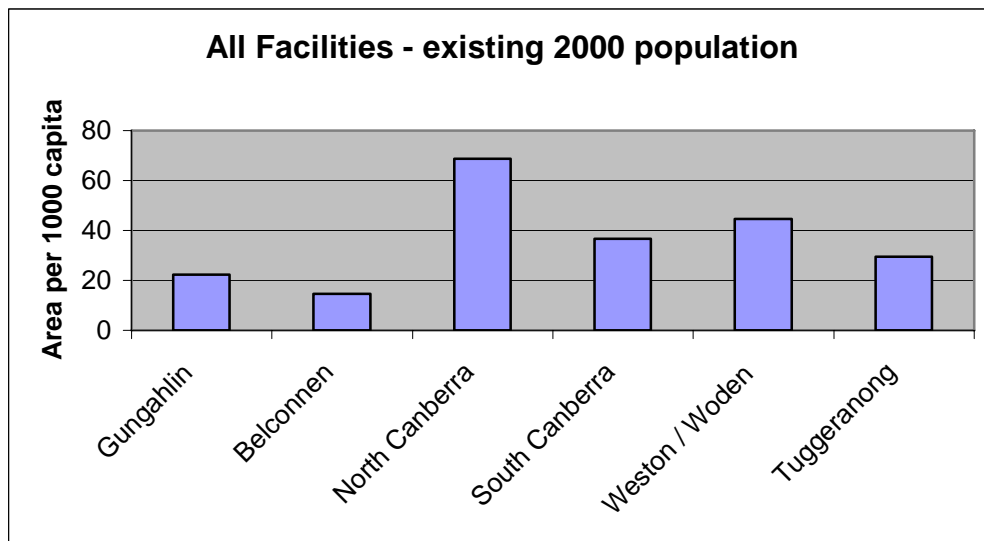
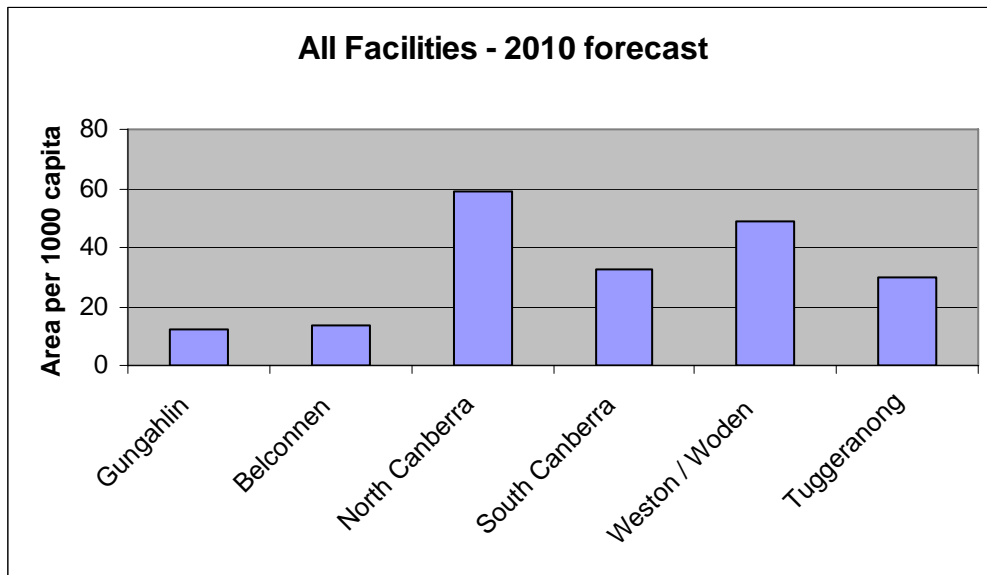


Figure 6.2 – Floor space for all facilities based on 2010 population



The North and South Canberra floor space area reduces a little, Belconnen and Tuggeranong remain the same, whilst Weston / Woden increases due to the reduction in population. As expected the existing allocation of space to Gungahlin reduces significantly due to the increase in population growth.

6.2 DEMAND FOR COMMUNITY SERVICES

In recent years there has been an increased focus on ‘outreach’ models of service deliver under the Community Services Program (CSP). For example, outreach services may target community needs in specific locations such as public housing complexes or offer a home visiting program. This is consistent with a trend towards providing community services at the site of need rather than at a community centre.

Notwithstanding, the role of the community centres providing an access point for community services in each district is still seen as important and necessary. For example, community services have established referral processes with a range of specialist service providers operating across the ACT.

Changes in the patterns of usage such as a shift from daytime use to nighttime use can impact on the successful delivery of community services at the facilities. Similarly, changes in the type of groups using the facility such as an increase in youth groups and a decrease in aged groups can also impact on the way the facilities are managed.

Barriers to accessing community facilities can also affect the demand for services. They may include such aspects as the cost of facility hire/rent, location, access to transport, car parking, disability access, building deficiencies, access to information, cultural and language barriers, financial barriers and access to technology resources.

These issues are particularly relevant to the community organisations as they influence their own strategic planning and the way they deliver services to the community. This in turn influences the pressures placed on the facilities.

6.3 CONDITION AND AGEING OF FACILITIES

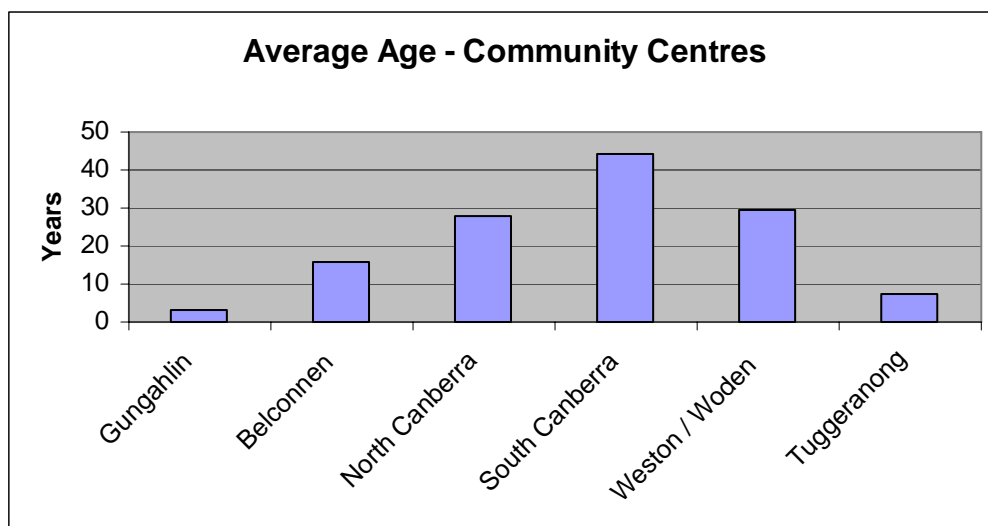
There are a range of issues relating to the condition and maintenance of facilities, including: poor security measures, occupational, health and safety for staff and volunteers, car parking, full disability access and information technology infrastructure.

As community organisations evolve and refine their service delivery activities to meet changing client needs, there is an acceptance that this may necessitate alterations to the physical infrastructure.

One of the major maintenance issues facing the Department is the ageing of the building stock. Many community facilities are at an age where the prospect of increased maintenance and their ‘fitness for purpose’ for delivering contemporary community services need to be addressed.

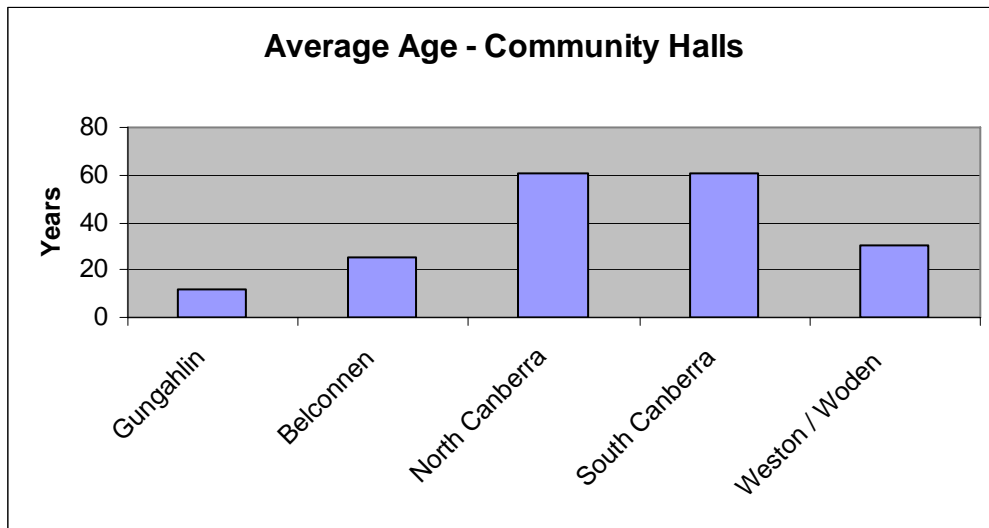
The age profile of the facilities is shown for the four facility groups in Figures 6.3 – 6.6.

Figure 6.3 – Average age of the community centres



The age of the community centres essentially reflects the age of the suburbs, with South Canberra having the oldest facilities.

Figure 6.4 – Average age of the community halls



Whilst there are some relatively new community halls in the Belconnen and Weston / Woden districts, the facilities in the older North and South Canberra are of the order of 60 years old.

Figure 6.5 – Average age of the community houses

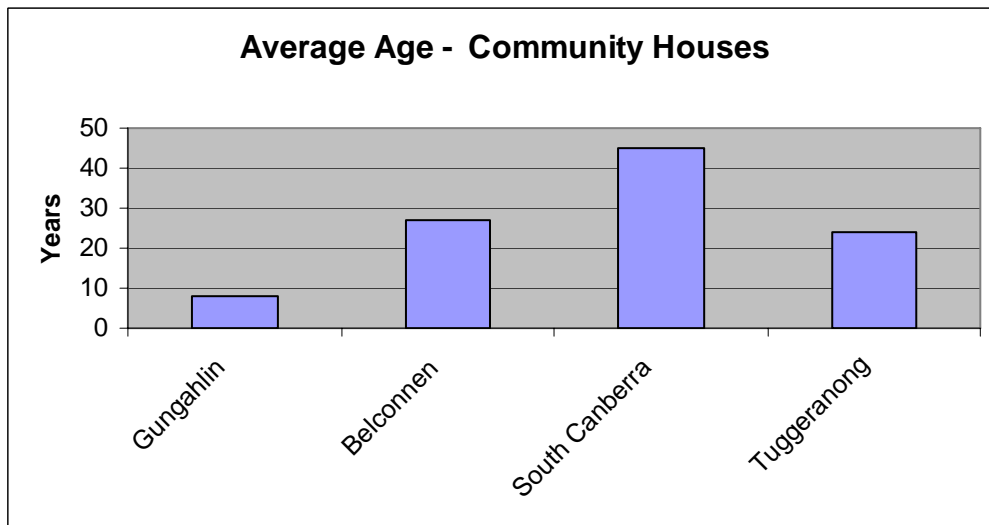
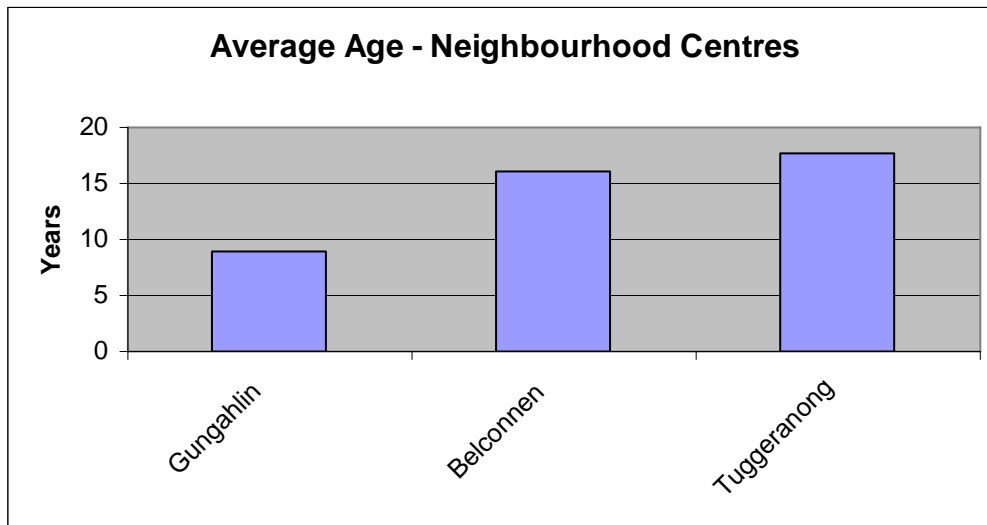


Figure 6.6 – Average age of the neighbourhood centres



The community houses and neighbourhood centre follow a similar pattern as the other facility groups although it is clear that the concept of a neighbourhood centre is a relatively new idea with the facilities being limited to three districts and having been built in the last 20 years.

One of the Department's key maintenance strategies is to conduct building condition assessments every 3 years on all its properties. This enables the Department to gain an appreciation of the condition of all stock, and for the more effective targeting of priority needs in annual maintenance programs. It also facilitates better strategic planning overall for the maintenance function.

The development of new urban areas will generate a demand for new facilities; whilst current facilities in older areas are likely to experience an increase in maintenance at a stage where the utilisation patterns will be changing.

Alternatives to maintenance solutions considered by DHCS include acquisition and disposal, renovation, and construction of replacement facilities

6.4 LEASE CONDITIONS

Whilst there are a limited number of lease conditions, they can be an area of concern to both the community organisations and the Department. They therefore need to be the subject of regular discussion to find the most cost effective way of achieving the service outcomes.

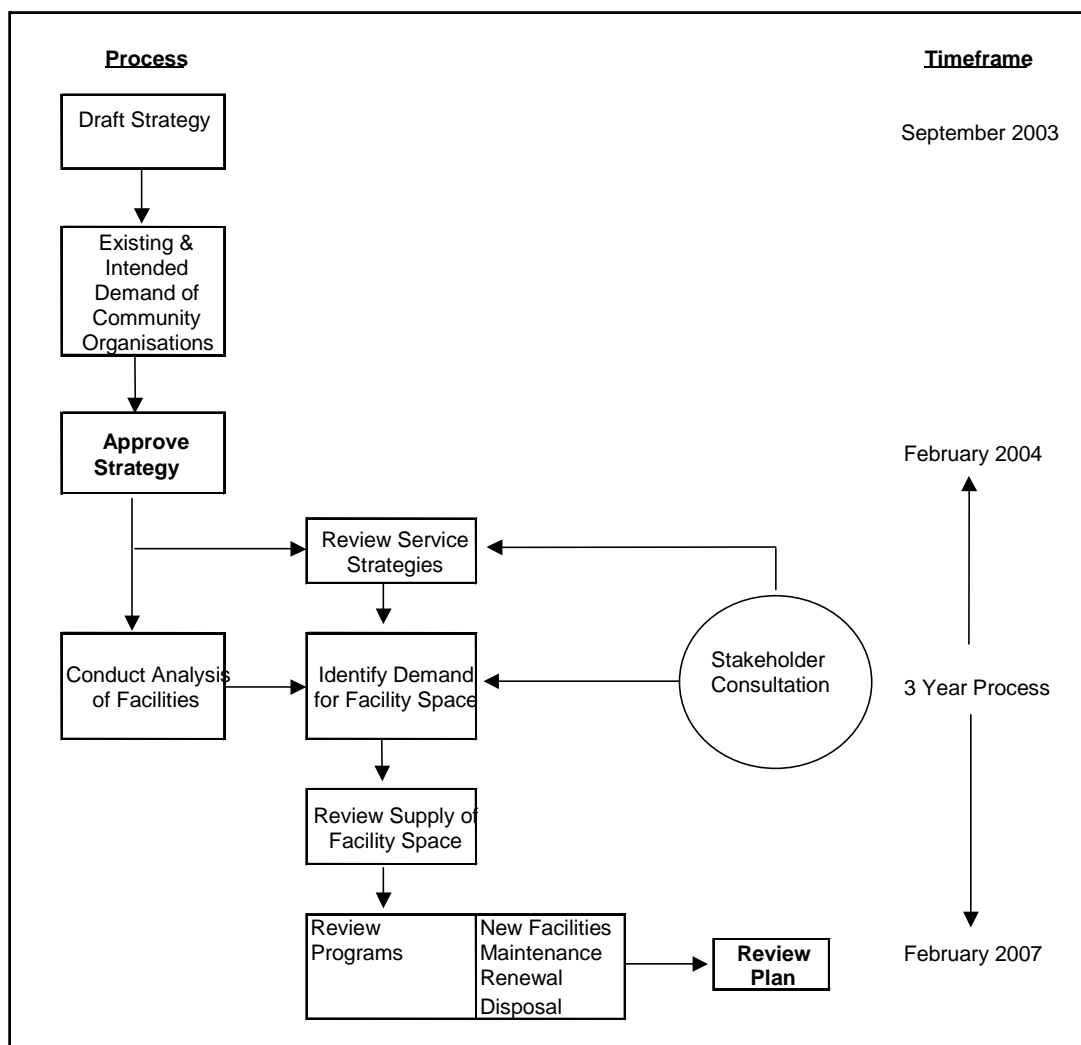
For instance, the community organisations report that an increasing amount of their funding is being directed towards building maintenance. They are concerned that the requirement for them to fund the first \$500 following incidents such as vandalism and graffiti limits their capacity to deliver community services. These incidents are beyond their control, often take place after-hours and in some cases, re-occur on a regular basis.

Other issues are the need for a rolling maintenance plan and for increased funding of facility refurbishment to allow them to respond to changes in service delivery patterns.

7. PROCESS FOR REVIEW

This strategy sets the direction for activities over the next three years, as shown in Figure 7.1. The information collected over that time and the understanding gained on the interaction between the facilities and the delivery of community services will provide the basis for a review of the plan. At this stage, a review will be undertaken on the Department's Asset Management Plan, which includes a forward program for the planning, acquisition, operation, maintenance, renewal and disposal of facilities.

Figure 7.1 - Proposed Process for Review



The process identifies a number of steps. The first is to review the service strategies in close consultation with stakeholders. This input, together with an understanding of the opportunities and limitations of existing facilities, will help identify future demand for facility space. This will lead to a review of the supply of facility space and the programs needed to achieve the desired outcomes. The entire process will take 3 years.

8. FACILITY MANAGEMENT STRATEGIES

8.1 INTRODUCTION

The strategy identifies seven strategies that guide the Department in the management of their community services facilities. They are:

- Effective consultation with stakeholders in determining priorities.
- An annual reporting format for facility managers to improve accountability.
- Review lease arrangements with the community organisations to more clearly define responsibilities.
- Improve property management practices including maintenance planning.
- Acquisition, redevelopment and disposal strategies to more effectively target future needs.
- Ensuring that all community services facilities have adequate public liability insurance.
- Resolve inter-agency issues relating to the co-location of child care and youth facilities.

However it is important that these strategies are based on an accurate assessment of the facilities in terms of their operation and ‘fitness for purpose’. The survey undertaken by the then Department of Education and Community Services in 2002 (called the 2002 Survey) provides important base level data relevant to the facilities management and operation and is a good starting point for discussion with the community organisations.

8.2 STRATEGY 1 – EFFECTIVELY CONSULT WITH STAKEHOLDERS

The facilities provided by government for community services, need to be managed in a way that maintains the currency of their ‘fitness for purpose’. The nature of the community services programs and their delivery change over time and there is a need to constantly review the adequacy of the facilities to deliver these programs in the most cost effective way. It is critical that the Department understand the nature of the programs so that it can maintain and develop the facilities in a way that supports their delivery.

Similarly, the facility managers need to acknowledge that the community services they deliver from government facilities need to be consistent with government community services policy. This includes Commonwealth as well as ACT Government policy.

Effective consultation with stakeholders is crucial to both the Department and the community organisations improving their understanding of the facility management issues and how to maintain and develop the facilities in a way that best serves the community interests.

Whilst the main focus for the consultation will be with the community organisations, the Department will facilitate discussion with other ACT and Commonwealth Departments.

The Department also recognises that it is not the only ACT Government Department with responsibility for community facilities. It will also consult with these other agencies to

ensure that its practices are consistent with a whole of government approach to asset management.

8.3 STRATEGY 2 – IMPROVE FACILITY MANAGEMENT PRACTICES

The Department will establish a robust process for identifying maintenance needs. These include regular condition audits on all its facilities to identify the most appropriate time for scheduled maintenance treatments or renewal of facility components.

The concept of economic life of facility components needs to be understood by all stakeholders so that the replacement of critical components can be planned well in advance. The Department needs to build up a database of all its facility assets that not only records their condition but also tracks expenditure (both routine and scheduled) over time. The more complete the database, the more comprehensive will be the maintenance planning.

There has been some concern about the current approval process, which does not lend itself to long term planning or the effective use of all resources. A more streamlined approach is required for dealing with urgent maintenance as delays in approval places pressure on the organisation to find the funding from their own resources at short notice. Whilst it is acknowledged that the Government allocates funding on an annual basis, there needs to be recognition that a rolling forward program would allow more effective use of resources.

Utilisation of the facilities is also an important element of facility management as it influences the ‘fitness for purpose’ standard of the facility. The higher the utilisation, the greater will be the wear and tear of the facilities. This affects both the recurrent maintenance and economic life of some facility components.

However, utilisation is inherently difficult to measure, as some programs by their very nature, may be restricted to a limited number of hours in a day or week. In some cases, the value of the program may not be reflected in the number of participants.

Notwithstanding, the Department will measure the utilisation of its facilities, in co-operation with the community organisations. The 2002 Survey used two measures of utilisation (namely the number of hours of facility use and the number of clients using the facilities) and the results of the survey will assist in deciding how to measure utilisation in an ongoing way.

8.4 STRATEGY 3 – IMPROVE ACCOUNTABILITY THROUGH ANNUAL REPORTING

The Department needs to know what its facilities are used for, their pattern of usage and how much is being spent on them, in order to satisfy the Government that the application of the funding is consistent with its policy on community services. This is a transparency and accountability issue for the Department, who need to work with the community organisations in develop an annual reporting format.

There may be scope to streamline the reporting through internet technology to increase the ease by which the community organisation can enter the data and reduce the resources required by the Department to process it. Ultimately this data should be reported on the Departments web site for all stakeholders to access for their own purposes.

More regular visits by Departmental officers and documentation of issues and agreed actions would also assist in improving the accountability of both the Department and community organisations.

8.5 STRATEGY 4 – REVIEW LEASE ARRANGEMENTS

The lease arrangements are central to the relationship between the Department and the community organisations. Whilst the Department currently uses a standard ‘Memorandum of Provision (MOP)’, it only has a limited appreciation of the extent to which the conditions of the lease are being met in practice.

Further, the lease is crucial for the community organisation to be able to offer space to its tenants. One community organisation has indicated that it does not have a current formal lease for its facilities, which creates an unnecessary inconvenience when securing insurance or undertaking financial audits.

Some of these issues in the lease are quite important, such as those relating to insurances, security, etc. Whilst the 2002 Survey provided an insight into some of these issues, more needs to be done to ensure the community and Government interests are protected. The Department needs to review the lease with each community organisation to more clearly define their respective responsibilities and then establish a process for measuring compliance.

In addition, in line with the ACTPLA recommendation that sub-leasing arrangements are equitable, the Department will review arrangements across community organisations to ensure consistency.

One of the critical elements of the lease arrangements is the process to be followed when the lease is due for renewal. The leases are in force for a period of five years at which time an assessment of the performance of the community organisation in managing the facility is undertaken. In normal circumstances where this performance has been satisfactory, the lease is renewed without the need for public expressions of interest.

Where this is the case, the Department will indicate this to the community organisation in sufficient time to allow it to maintain its services in a seamless way from one lease to another. This is particularly important where the facilities are sub-let to other organisations to provide a revenue stream for the community organisation. Any uncertainty in the term of the head lease could affect their financial viability if they are not in a position to enter into long-term sub-leases.

Where the Department has some reservations about the current arrangements, it will initiate consultation with the community organisation well in advance of the expiry of the lease so that all parties are given the opportunity to resolve any issues of concern. The Department also has to give itself sufficient time to advertise the availability of a facility, if it decides to seek offers from other interested parties.

It also needs to be appreciated that all leases involve two parties. Whilst the renewal of the lease provides the Department with the opportunity to review its position, it also provides the community organisation with the opportunity to formalise their expectations. The renewal of each lease should be a time for review and renegotiation of the operating conditions of the lease.

8.6 STRATEGY 5 – DEVELOP ACQUISITION, REDEVELOPMENT AND DISPOSAL STRATEGIES

The demographics of Canberra are changing. Whilst the population is ageing in the inner city suburbs, younger families dominate the newer Gungahlin suburbs. There is also a trend to urban consolidation and increased population density near the town centres. Facilities that were built 20 years ago to meet the demographics of that time may not be as appropriate today.

New facilities need to be built to meet the needs of families in the new suburbs. The Department will develop a strategy that ensures that an appropriate level of facility space is provided for current and immediate future needs and that flexibility is built in, where appropriate, to accommodate potential long-term needs. There will be scope for joint or co-located facilities and other alternatives in the provision of new or extended facilities.

The Department will develop a strategy to review the demands on their facilities as the nature of the programs required to deliver quality community services changes over time in consultation with affected communities. This may lead to the disposal of some facilities that have served their purposes, the redevelopment of others and the acquisition of new facility space, where there is an emerging need.

Any proposed redevelopment or renewal of existing facilities also needs to recognise that increasing attention must be given to the ageing of the community and their needs with respect to access.

The Department will work towards a review of its Asset Management Plan, which includes a forward program for the planning, acquisition, operation, maintenance, renewal and disposal of facilities, within the 3 year review period of the strategy.

8.7 STRATEGY 6 – ENSURE ADEQUATE PUBLIC LIABILITY INSURANCE

The issue of public liability insurance was highlighted as an issue in the 2002 Survey prior to the community services facilities being handed over to the Department. The insurance cover is now available for community organisations by ACT Insurance Cover. However, they require that a risk assessment be undertaken within 12 months of a community organisation being registered for insurance cover.

The Department will work with the community organisations to ensure that the community facilities have adequate insurance cover.

8.8 STRATEGY 7 – RESOLVE INTER-AGENCY ISSUES RELATING TO CO-LOCATION

Whilst the Department is primarily interested in the facilities delivering community service programs, there are 6 childcare centres and 3 youth centres that are co-located with these facilities and included in the lease with the community organisation.

In discussions with the community organisations, the responsibilities of the various agencies in maintaining the entire facilities under lease are not clear. Whilst the Department is addressing these issues, there is a need for the outcomes of their discussions with other ACT agencies to be communicated to the community organisations as quickly as possible and for the arrangements to be incorporated in the leases, when they are renewed.

9. THE STRATEGY

9.1 YEAR 1

The strategies outlined in the previous chapter highlight the high-level priorities for the Department. They will be converted to an action plan that identifies specific activities for the next three years in order to achieve the desired outcomes.

A high priority in Year 1 is the need to ensure that all community organisations have adequately public liability insurance. The Department will develop a process for undertaking a risk assessment that will meet the requirements of the ACT Insurance Authority.

Another priority for Year 1 is to initiate discussion with the community organisations on Key Performance Indicators (KPIs) for measuring the effectiveness and efficiency of the facilities in delivering community services. This discussion will provide the framework for building a database on the costs and use of the facilities.

Once these discussions have been completed and agreement reached on the approach to be taken, Year 1 will focus on:

- Develop an inventory database of all existing information based on a review of the facility grouping and the facilities that fall into each group.
- Develop an annual reporting format for community organisations and departmental officers.
- Verify the utilisation figures collected by the 2002 Survey for comparison between Canberra districts.
- Collect basic data to determine the unit facility costs in the delivery of key services.
- Conduct a professional development workshop for both Departmental and community organisations staff on facility management and facilitate exchange of information in areas of common interest.

In Year 1 the Department will also conclude discussions with other agencies on the co-location of childcare and youth facilities and research facility management practices in other States. They will seek the views of the community organisations for improving management of community services facilities, including lease arrangements.

The Department will visit each facility at least twice a year to discuss issues and agree on action required to address them. A reporting format will be developed to document the outcomes of those visits.

A condition audit will be undertaken on a third of the community facilities. It is important for the results of these condition audits and any action arising from them to be communicated to the relevant community organisation.

In addition to the Department's focus on the management of its facilities, it could take the opportunity in the first year to initiate debate on issues that should be addressed in an overarching community services strategy, without taking responsibility for carriage of the process.

9.2 YEAR 2

The second year will build on the data and information collected in the first year that can be used to identify the future direction in the management of the facilities. This needs to be a highly consultative process involving the participation of stakeholders, including the community organisations.

The seven main areas of activity in Year 2 are:

- Implement the Key Performance Indicators (KPIs) for the facilities developed in Year 1.
- Collect data in accordance with the annual reporting format agreed in Year 1.
- Conduct a further workshop on facility management based on the data collected and drawing on the research of practices in other States.
- Review future demand for space with stakeholders.
- Identify future facility renewal costs with community organisations.
- Commence the renegotiation of lease arrangements with community organisations, where they are due for renewal.
- Commence consideration of acquisition, redevelopment and disposal strategies.

The Department will continue with regular visits using the standard format developed in Year 1 and a condition audit will be undertaken on another third of the community facilities.

9.3 YEAR 3

Year 3 will continue with renegotiating the lease arrangements with community organisations where required and with the acquisition, redevelopment and disposal strategies. It will also collect a further year's data in accordance with the annual reporting format and report in terms of the Key Performance Indicators.

In addition the Department will develop a training package for community organisation staff and departmental officers on the principles and practices of facility management.

Consideration will also be given in the third year to developing a web site for the exchange of information between community organisations and for reporting publicly on the performance of the community facilities.

A condition audit will be undertaken on the final third of the community facilities.

The Department will review both the strategy and its Asset Management Plan at the end of the third year based on the information received from community organisations and stakeholders over the three years.

Table A - List of Facilities and Services Provided

Community Organisation	Facility	Services
ACT Council of Cultural & Community Organisations Inc	Griffin Community Centre	Hall and meeting rooms; Office space for community groups
Anglican Church Property Trust Diocese of Canberra & Goulburn	Calwell Neighbourhood Centre	Halls and meeting rooms; mental health information service; community education.
Belconnen Community Service Inc	Belconnen Community Centre Belconnen Youth Centre Ginninderra Childcare Centre	Meeting place; cultural venue, sport and recreation; youth programs; community development & info;
Canberra Pensioners Club Inc	McGregor Hall	Hall for hire.
Chisholm Community Centre Association	Chisholm Neighbourhood Centre	One large and one small room for hire, functions, playgroups, playschool and community development programs.
Communities@Work Inc	Tuggeranong Community & Youth Centre Kambah Community House Richardson Family Centre	Halls and meeting room; youth program; children's services; training and volunteer programs; aged and disability services; social and community development; case management & migrant services.
Conder Community House Management Committee	Conder Community House	One meeting room and one multi-purpose room, playgroups, playschool and community development programs.
Council on the Ageing (ACT) Inc	Hughes Community Centre	Halls and meeting room; library; information & advice.
Downer Community Association Inc	Downer Community Hall	Hall for hire.
Gilmore Community House Management	Gilmore Community House	Two small rooms available for hire, playschool and

Community Organisation	Facility	Services
Committee		playgroups.
Giralang Community Centre Association Inc	Giralang Community House	House and rooms for hire; kitchen facilities.
Gungahlin Community Council	Palmerston Community Hall	Hall for hire.
Gungahlin Regional Community Service Inc	Gungahlin Community Resource Centre – Community Centre, Youth Centre, (Library is run by DUS under an agreement with DHCS) Ngunnawal Neighbourhood Centre	Parenting groups; Youth programs; Children’s services; recreation and social activities; community and family support; volunteering; Aboriginal and TSI services; migrant services.
Isabella Plains Neighbourhood House Management Committee	Isabella Plains Neighbourhood House	Two large multi-purpose rooms, playgroups, playschool and community development programs.
Kambah Playgroups Association Inc	Thiess Cottage	
Northside Community Service Inc	Majura Community and Youth Centre Majura Childcare Corroboree Park Community Hall	Hall and meeting rooms; Children’s services; youth programs; family and community education and support; aged and disability support; migrant services; women’s accommodation.
Pearce Community Centre Inc	Pearce Community Centre	Office accommodation for 12 community organisations; casual hire of 2 halls by a wide range of recreational, cultural and spiritual groups.
Kaleen Community Association Inc	Kaleen Community Hall	Halls and meeting rooms; community activities.
North Belconnen Community Hall Association Inc	Nellie Hall	Hall, dance studio and meeting rooms; playground, kitchen.
North Belconnen Community Association Inc	Charnwood Neighbourhood Centre	Hall & meeting room; occasional childcare; family support.
North Belconnen Community Service Inc	Nicholls Community House	Rooms for hire; kitchen facilities.
South Belconnen Community Association	Humpy Hall	Hall and meeting rooms.

Community Organisation	Facility	Services
Inc		
Southside Community Service Inc	Southside Community Centre Causeway Community Hall Oaks Estate Community Hall	Youth, family, aged, disability support services; community development and information; training; children's services; case management. Hall for hire. Hall for hire.
Torrens Development Association Inc	Torrens Community Hall	Hall for hire.
The Ginninderra Community Hall Association Inc	Ginninderra Community Hall	Hall for hire.
The Young Women's Christian Association of Canberra	Lanyon Community Centre Conder Childcare Centre Lanyon Youth Centre	Halls and meeting rooms; youth drop-in, recreation and family support; emergency aid.
Tuggeranong Link of Community Houses & Centres Inc	Richardson Community House	Halls and meetings rooms; playgroups; community development; recreational and educational programs.
Uniting Church in Australia (ACT) Property Trust Inc	Erindale Neighbourhood Centre	Hall and meeting rooms;
Victims of Crime Assistance League (ACT)	VOCAL House Narrabundah	Assessment; referral; advocacy; counselling; court support.
Weston Creek Community Association Inc	Weston Creek Community Centre	Hall and meeting room; squash courts; recreation and education courses; secretarial services.
Woden Community Service Inc	Woden Community Centre	Children's services; home and community care; housing and disability assistance; individual and family support; youth programs; aged services; volunteering program; mentoring and financial support for community organisations; social clubs and groups.

ATTACHMENT B – REGIONAL COMMUNITY CENTRES

ACT COUNCIL OF CULTURAL & COMMUNITY ORGANISATIONS INC

The ACT Council of Cultural and Community Organisations Inc was founded in 1963 as an umbrella group for other non-profit arts craft, cultural, welfare and community organisations in the ACT. They currently have over 70 members.

The Council also administers the Griffin Centre through a Board of annually elected representatives from member groups. The Griffin Centre is located in Canberra City and includes a community centre and 7 meeting rooms.

The Council essentially manages the hiring of the rooms, which range from 70 to 150 square metres for meetings and seminars and from 10 square metres for committee and planning groups. The Centre provides accommodation for over 30 long-term tenants.

The Griffin Centre will be re-located in 2005 as part of the redevelopment of the parking area in Bunda Street.

BELCONNEN COMMUNITY SERVICE INC

Belconnen Community Service Inc. provides a range of services for families and individuals living in the Belconnen Region and the ACT. The services are provided on a not-for-profit basis with funding from the ACT and Federal Governments, donations and client contributions. They also conduct a range of personal development, parenting and associated courses. They target the wider Belconnen community, people with disabilities, youth, people on low incomes, people with mental health issues and women.

Some of the special features of Belconnen Community Service are the provision of community, group and individual access to a wide range of activities in a safe, secure venue at a low cost. Limited support is available for new community action groups.

The facilities for hire, which are close to public transport and parking, include:

- Belconnen Theatre, Belconnen Gallery, specially designed art room, sports hall, gym, café, four multipurpose meeting rooms that hold twelve to forty people.
- Ginninderra Early Childhood Centre, Belconnen Open Art, Leisure Program ACT and Meals on Wheels are located in the building.
- Community drop-in centre, open 7.30 am to 10.00 pm Monday to Friday, office hours are from 9.00 am to 4.30 pm, and weekend access can be arranged for permanent groups.

Belconnen Community Service provide the following services:

- Courses: Wide range of community courses for people of all ages. For example: Parenting - A balanced approach; A Balanced Approach; Anger Management; Anger & Stress Management for Parents; Enriching your Relationship; Self Esteem; Connecting to Self, - Connecting to Others; Moving on from Depression; Sport and Recreation; Arts; Education; Support and Social Groups; English Conversation Group
- What's on Everyday – a range of activities, including exercise, art and culture, social groups, educational activities and access programs for people with mental health issues.
- Childcare centre, licensed for 60 children; 30 under 3 year olds and 30 pre-schoolers, with full-time, part-time, occasional and out-of-school-hours (OOSH) care.
- Youth Centre: exercise activities, drop-in centre.
- Behaviour Support Workers: confidential support and assistance, groups and skills development for children and parents, skills development for childcare workers.
- B.E.S.T.: A weekly program that offers activities, advocacy and opportunity for respite for seniors and their carers.
- Bridges: Support for people with disabilities, frail aged and their carers to take part in community activities of their choice.
- Case Management for the Aged, People with a Disability and their Carers: Support, information and case management services

- Community Access and Skills Development Program: Provision of one to one skills and training opportunities; Specifically for individuals who have a long or short term disability; Small group training programs; Small recreational group outings.
- Community Information and Referral: Provides immediate support for people in crisis, face to face or by phone; Provides information on community resources; Provides information on services offered by BCS; Initial contact for support from the BCS Community Work Program; updates and maintains Belbook.
- Community Transport and Volunteer service: Transport to medical and medical/paramedical appointments and other essential appointments; assistance with shopping and friendly visiting, support for families.
- Family and Individual Support Service: Confidential one to one support for individuals and families; Parenting Groups; Skills development courses.
- Homebase – Family Homelessness Prevention Program: Confidential support, information and case management services for Families at risk of Homelessness.
- Preventing Eviction Program: Assistance to Housing ACT tenants facing eviction Process; Response to referrals for information and support; One to one support by telephone, office or home visits; Address client needs and provide information about services and options; Develop individual action plan
- Migrant Community Settlement Service: Confidential one to one support for migrants and refugees; Information; Referral to other services; Resource person on cultural issues for mainstream service providers; Translator Interpreter Service used as appropriate, English Conversation groups.
- Neighbourhood Network Program: Eight week program for parents held in different neighbourhoods in Belconnen each school term, which focuses on developing friendships, community links, information.
- Positive Strokes: A weekly program for people who are survivors of a stroke and their carers.
- Trips ACT: Transport service which enables frail aged and people with a disability and their carers to access and participate in social, recreational and educational activities across the ACT.
- West Belconnen ‘Good Beginnings’: Support program for families with babies and young children living in the West Belconnen area.
- Arts and Cultural: Belconnen Community Arts - an integrated arts community, which provides broad community access for artists and performers and people interested in the arts and performance.
- Leisure Program: Integrated access program providing opportunities for people with psychiatric disabilities to participate in mainstream community activities.

COMMUNITIES@WORK INC

Communities@Work Inc is a community-based, not-for-profit incorporated organisation, managed by a 12-member, voluntary Board of Management. In May 2002, the Tuggeranong and Weston Creek community services merged to form Communities@Work. The organisation offers a range of services and programs in over 20 locations, and is funded by a combination of fees for services and government grants.

The services include:

- Community development: support for community groups, network meetings, community needs analysis, community links and centres, computerised referral systems, community development projects in Weston Creek and Richardson, Volunteer program.
- Community centre: room hire, special functions and catering. Accommodates community groups' meetings and activities.
- Family and Children's services: early childhood centres, school age care, family day care, in home care, coordination units, Child Care Benefit payments and administration, Managing Children's Program.
- Family support: volunteers, family liaison, women's supported accommodation, Women's Neighbourhood groups, Lanyon Men's group, emergency relief, Behavioural Guidance Program.
- Youth resource centres and programs at Tuggeranong for young people aged 12 to 25, RecLink recreational and education programs, welfare support, band nights, Out Side School Hours program for adolescents with a disability, Young Parent's group.
- Aged and disability services, senior drop in meals and respite activities, case management, individual support, Community Transport to or from medical appointments, Case Management and service coordination.
- Supportlink Systems Pty Ltd
- RESOURCELink: Industry support program for the ACT childhood sector, provides Children's Services programs and workers, information and advice, resource library, training, funded by FACS. Targets children of families who identify as Aboriginal and Torres Strait Islander, South Seas Islands, Culturally and Linguistically Diverse background or have a disability.
- Train2Work: training programs, Children's Services Diploma, Computing and IT training, training resource centre

Tuggeranong Community Centre provides community access to a well maintained facility with a beautiful outlook over the lake to the hall, workshop, 3 rooms and computer training room for meetings, social events, functions and the activities of special needs groups at very reasonable costs.

The centre has been providing this service since 1992. It aims to provide a comfortable and friendly environment where groups and individuals can access a wide range of activities and services. Many of the classes and courses are focused on personal development including: exercise classes for all levels, computer courses for beginners, parenting courses, various dance, martial arts, drama and ballet teaching for all ages.

GUNGAHLIN REGIONAL COMMUNITY SERVICE INC

Gungahlin Community Resource Centre provides community services information and referral, helps establish community support groups, provide individual support and advocacy to residents.

Other programs are:

- The Volunteer Program provides volunteer support and services including community transport to medical appointments, support, shopping etc.
- Gungahlin Community Network where people meet and work together on creative projects.
- Walk and Talk weekly exercise and social meeting.
- English Conversation Group.
- University of the 3rd Age.
- Gungahlin Youth Services (GYS) is a community service for all Gungahlin youth, aged between 11 and 25, with a focus on 12 to 18 year olds. The service offers a wide range of programs to the youth of Gungahlin, including the Young Parents Group, School / Literacy Programs, regular drop-in, personal support, School Holiday programs, Outreach Support to Gold Creek Senior School. GYS operates through funding provided by the ACT Department of Education, Youth and Family Services - Youth Services, the Commonwealth Department of Family and Community Services.
- Gungahlin Community Council.

Ngunnawal Neighbourhood Centre provides the Gungahlin Out of School Hours Care Program and the Community Work Unit, which includes:

- Coffee Break women's social group.
- Bridging the Gap – ACE Program for people with a disability.
- Playgroups – activities and socialisation.
- Family Support Program: support, information, advocacy and referral, groups, workshops and courses on parenting etc.
- Social Group for Seniors to assist in the prevention of isolation and supporting access to services.

NORTHSIDE COMMUNITY SERVICE INC

Northside Community Service (NCS) is a non-profit, broad-based community organisation incorporated under the Associations Incorporation Act 1991 of the ACT. NCS has been in operation for over 25 years, and provides a diverse service mix in the ACT community with funding primarily from the ACT Government.

NCS has a number of facilities available for hire to the general public. A broad range of regular hirers utilise the facilities for activities such as dance groups, yoga groups, martial arts, support groups and church meetings. In addition, the facilities are accessed by a number of internal hirers to run NCS organised activities such as Adult Community Education, Food for Thought, Centre Based Day Care and the School Holiday Program. In total the facilities are used for approximately 7,500 hours throughout the year.

The facilities managed by NCS include:

- Majura Hall
- Majura Function Room
- Majura Activities Room
- Corroboree Park Ainslie Hall
- Corroboree Park Function Room

The Halls are available for hire from 9 am until 1 am, seven days a week with the exception of the shut down period between Christmas and New Year's Day.

Some of the services that NCS provides are:

- Adult Community Education – programs include Parenting without Punishment, No More Dummy Spits for Parents, First Aid in the Home, Toddler Feeding, Resolving Conflict, Managing Loss and Change, and other topics as they become required.
- Aged and Disability Services – including personal care and domestic assistance, social support, community transport, weekly respite groups, case management, cultural case management and an Accommodation, Care and Housing for the Aged (ACHA) program.
- Child care centres providing full time, part time and occasional care for 104 children.
- Community Computer Access Point – three networked community access computers located in the NCS Activity Room are available for free public use. A Roving Tutor program is attached which provides basic computing tutorials free of charge to community members. This program is also accessed by Northside's Youth group during their drop in times.
- Community development activities including community festivals (such as the popular Majura Festival held in Dickson each March), a community bus, sector development, and Northside Professional Programs.
- Community Housing – NCS manages 30 community housing properties.
- Community Linkages – Community Development projects in the Housing ACT complexes in North Canberra.
- Family and Individual Support Projects.

- Parenting Programs – focusing on raising considerate children without recourse to punishment or rewards.
- Preventing Family Eviction – the Preventing Eviction program is directed at assisting families and individuals in threat of eviction from Public and community housing.
- School Holiday Programs – the Crocodile Kids Club operates out of Corroboree Park each school holiday period.
- Supported Accommodation Assistance Program – accommodation, advocacy, counselling and group work for women and children escaping domestic violence
- Volunteers – Northside generally has a volunteer contingent of approximately 60 persons.
- Youth – drop in centre operating three afternoons per week.

Within these areas of operation NCS provides over 30 diverse programs and services to all aspects of our community. As an organisation that has grown with the region, it has become a diverse, responsive and flexible service and resource provider.

Northside places a strong emphasis on collaboration and integration and has extensive service networks throughout government, private and non-government agencies. Community partnerships and participation are key underpinning values. Northside Community Service's Vision and Mission are the basis for its role in regional community development.

SOUTHSIDE COMMUNITY SERVICE INC

Southside Community Service Inc is a community based non-for-profit, non-government organisation incorporated as an association in 1987. Its Community Development program aims to support communities in the inner south of the ACT, provides information, advice and support in a wide range of initiatives and strategies that aim to improve and develop community capacity, unity, positive interaction and sense of belonging within communities.

Community development initiatives include:

- Convening and facilitating community groups.
- Direct involvement with sectors in the community to provide linkages to our own services as well as services from other agencies.
- Facilitating specific projects for sectors of the community with high need.
- Undertaking needs assessments and identifying gaps in service provisions.
- Promoting communication between community groups and relevant agencies.
- Establishing and entering into collaborative partnerships with community organisations, and government departments.
- Supporting and sponsoring of non-incorporated community organisations.
- Supporting community input into social planning strategies.
- Resourcing of strategic programs.
- ‘Community Linkages’ Projects funded by the ACT Government, focus on Housing ACT multi-unit sites and aim to achieve safer living environments, more sustainable tenancies, enhance social interaction between tenants and the broader community and reduce poverty.

The organisation manages and delivers a range of community services including:

- Children’s services: childcare,
- Family Support services: Practical and emotional support, Information & referral, Advocacy, Groups and social activities for families, ‘Good Beginnings’ offers support for families with a child under five, ‘Give Me Five’ child nutrition program, Homework Club.
- Aged Care and Disability services: The Assistance with Care and Housing for the Aged (ACHA) Program (funded by the Commonwealth Department of Health and Ageing) to assist frail older people who are homeless or at risk of losing their independence and require support to secure their accommodation options and access community-based services. The Home and Community Care (HACC) Program jointly funded by the ACT and Commonwealth Governments) provides a range of services that support people who live at home and whose capacity for independent living is at risk of premature or inappropriate admission to long term residential care. The services are provided to frail-aged people and younger people with disabilities, and their carers.
- Volunteer program: Volunteer driving, support to aged care social groups at the centre, support to the literacy and numeracy program, friendly home visiting, support to families with children under five.

- Preventing Eviction Program provides confidential assistance to people at risk of being evicted from Housing ACT or a Community Housing property.
- Optimum Training and Development: training provider, with courses in Children's, Aged Care and Disability services, and community computing.
- Multicultural Access Project: a Virtual Community Network for Multicultural Workers, Professionals, and Organisations, this project and website has been funded by the ACT Health HACC Program
- Work for the Dole is a Commonwealth Government funded program, that provides work experience opportunities for eligible job seekers
- Hall and Room Hire: hall, 2 multipurpose rooms, computer laboratory and ancillary equipment.

WESTON CREEK COMMUNITY ASSOCIATION INC

Weston Creek Community Association is a non-profit non-government association that has been serving the community of Weston Creek since 1978.

The association provides a range of services, including:

- Weston Creek Community centre facilities for hire – squash courts, function and two meeting rooms and performance hall, as well as hiring out party equipment.
- Children services: long day care, occasional and permanent part time care.
- Youth Services: there is a youth service at the community centre that is managed by Communities@Work.
- Community Education programs ranging from exercise, arts, crafts, music and other hobbies.
- Secretarial Service, Justice of the Peace

The community centre accommodates other community organisations, such as:

- Advocacy ACTION Inc: provides information, education and systemic advocacy for people with a disability.
- Valley Baptist Church: weekly services and activities.

WODEN COMMUNITY SERVICE INC

Woden Community Service is a not-for-profit community-based organisation, providing a full range of human services to the public. Established in 1969, WCS is managed by a voluntary Board of Directors and receives funding from a range of ACT and Commonwealth agencies.

Woden Community Service plays an active role in developing, supporting and maintaining the social and cultural diversity of the Woden community. We strive to ensure community participation in and equality of access to all of the services we deliver.

Woden Community Service provides the following services:

- Disability programs: Community Life Skills (funded by the ACT Department of Disability, Housing and Community Services), Community Supported Respite for young people (12-25) with an intellectual disability (funded by the ACT Health).
- Home and Community Care programs: Support provided includes assessment of individual needs, care planning, incorporating transport, activities, assistance within the community, information, referrals to other support agencies, emotional support and/or general assistance (funded by ACT Health); Community Transport to medical appointments, day care and therapeutic groups; Respite and Social Support Groups for older people or their carers; Assistance with Care and Housing for the Aged (ACHA) who are in rental accommodation or are homeless (funded by the Commonwealth Department of Health and Ageing).
- Children's Services: Occasional and long day care, family day care, after school and vacation care.
- Individual and Family Support Program: provides practical assistance and advocacy, support, information and referral service. Regular groups, workshops and activities include: Drop-in Morning Tea, playgroup, Coffee Club, Parenting workshops, General Interest groups (funded by the ACT Department of Education, Youth and Family Services).
- Volunteering: Community Transport, Assistance with Shopping, Companionship Visiting, Group Support, Disability Support Assistance, Childcare Assistance, and other activities.
- Youth Services at the Woden Youth Centre: a multi-purpose centre and youth service for young people aged 12 – 25 (funded by the ACT Department of Education, Youth and Family Services). Services include: General drop-in facilities, including recreational and sporting activities, Indigenous shop-front, Crisis intervention and youth work/case management services, Information, referral and advocacy services, Bus Stop Café, operated by Fusion Australia, serving affordable meals and snacks, Regular band nights, Organised activities and range of youth-culture activities, Outreach and information services in local schools and colleges, Organised visits from Ted Noffs Drug Rehabilitation program, Free meals every Friday night provided by the Canberra Southern Cross Club, Young Mother's Support Network, including transport home from hospitals and linkages to Family Support services with Woden Community Service, Beanbag Net Centre – <http://www.beanbag.net.au/woden>.

- Community Settlement Services Scheme: for newly arrived migrants, refugees and Humanitarian entrants who are settling in the ACT. A migrant welfare worker is available to provide information support and referral for the following issues: Legal issues, Immigration, Employment, Housing, Centrelink, Health and parenting, English language and education (funded by the Commonwealth Department of Immigration, Multicultural and Indigenous Affairs).
- Mentoring and Financial Support for Community Organisations: Account, payroll, financial planning services for nominal costs, report and submission writing, confidential business and management advice and support.