Roadmap for the Future of Community Services in the Illawarra 2014 - 2020

A shared vision and action plan for the future of the community services industry in the Illawarra and Shoalhaven

REPORT
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Forward by the Hon. John Ajaka, MLC Minister for the Ageing, Minister for Disability Services

“On 28 August 2014, I had the pleasure of delivering the keynote address to approximately 120 leaders from the community services sector in the Illawarra and Shoalhaven who came together for a one day workshop aimed at developing a shared vision for the future of the industry.

The workshop was hosted by the Illawarra Forum Inc. as the peak body for the community services sector in the Illawarra and featured participants from across industry and all levels of government.

Participants discussed their ambitions for the sector and mapped the routes to achieving this vision. Everyone also explored opportunities to innovate and collaborate to improve outcomes for both clients and communities.

The ‘Roadmap for the Future of Community Services in the Illawarra’ details the outcomes of the workshop and highlights the positive work being done across the Illawarra to drive innovation and growth in the sector.

I commend the Illawarra Forum Inc. on this report and look forward to the Illawarra continuing to lead the way in working collaboratively to promote excellence in the community services sector.”

The Hon. John Ajaka MLC
Executive Summary

The Roadmap for the Future is the outcome of a community wide workshop held with representatives from community services, government, education and training providers in the Illawarra and Shoalhaven. The focus of the workshop was to bring together a broad range of stakeholders to build a shared vision for the future of community services with the aim of improved outcomes for the clients and communities with whom we work.

The workshop provided an opportunity to share 57 current collaborations and partnerships occurring across the sector including in children and early years education, community development, disability and aged care, housing and homelessness, social enterprise, and services for women and young people. The workshop participants then identified future opportunities for collaboration under the following themes; regional service delivery mapping, addressing key service provision gaps, regional networking, addressing workforce issues and encouraging innovation.

Participant’s valuable feedback was used to develop a clear plan for the future including a Roadmap for the Future of Community Services in the Illawarra that detailed the steps required to work towards the Illawarra and Shoalhaven being an example of regional excellence in community/human service delivery.

The key steps required to achieve that vision are for the region to leverage the combined expertise, resources and social capital to support our most vulnerable communities and to work smarter (not harder) to drive partnerships and solutions that promote better social and service delivery outcomes for the region. The key to delivering on the vision will be transparency and accountability and a concrete set of actions have been detailed in this report to achieve that vision.
The outline for the project was as follows:

- Bring together leaders from across the community services industry plus a range of other stakeholders and regional leaders including UoW, RDAI, IBC, Property Council etc.

- Hold a facilitated conversation to capture initiatives which are currently being undertaken - either individually or in collaboration.

- Identify gaps in current initiatives, and opportunities for new projects or initiatives to fill these gaps.

- Develop a 'Roadmap' document including agreed goals and current or future strategies for achieving them.

- Establish a governance group and/or reporting framework for monitoring and review.
Roadmap for the Future of Community Services in the Illawarra
2014 - 2020

A shared vision and action plan for the future of the community services industry in the Illawarra and Shoalhaven.

1. Leverage the combined expertise, resources and social capital to support our most vulnerable communities
2. Work smarter (not harder) to drive partnerships and solutions that promote better social and service delivery outcomes for the region
3. Develop collaborated entities for service delivery excellence

2014 2015 2020
Turf >> Talk >> Teach >> Transition >> Trust
Background

The Illawarra covers approximately 5784 square kilometres along the south east coast of New South Wales. The region incorporates the four Local Government areas (LGAs) of:

- **Wollongong**: an area from Helensburgh in the north to Lake Illawarra in the south with a population of approximately 200,000. The LGA spans an area of 714km$^2$, and is the third largest city in New South Wales, and the tenth largest city in Australia.

- **Shellharbour**: ranging from Albion Park Rail to Dunmore, with a population of approximately 66,000, and an area of 154km$^2$.

- **Kiama**: an area of 256km$^2$ from Minnamurra River in the north to Gerroa in the south. Approximately 21,000 people live in the Kiama LGA.

- **Shoalhaven**: with a population of approximately 98,000, consists of forty-nine towns and villages over an area of 4,568 km$^2$.

The area is extremely diverse with large areas of urban sprawl in the north, and rural areas in the south where smaller towns and villages are spread over wide distances.

Illawarra is an area of considerable natural beauty, and has traditionally been regarded as a mining and manufacturing region. However, it is a region in transition, and the retail and service sectors are emerging as major employment sectors.

While having many positive attributes, and opportunities, the Illawarra has long struggled with some of the highest unemployment rates in the country, including significant rates of youth unemployment, and is home to many disadvantaged residents. Although there is much wealth in the region, the area also has many suburbs which are very low on the SEIFA index, and many of these suburbs are characterised by intergenerational unemployment and poverty.
The Community Services industry is diverse and vibrant, comprised of organisations ranging from small place-based centres to large businesses operating at regional, state and even national level.

Organisations within the industry offer a wide range of services and include:

- Social housing providers
- Homelessness services
- Home and community care services
- Providers of services to people with disability and/or their carers
- Providers of services to individuals and families with multiple layers of social and financial disadvantage
- Services for victims of domestic violence and sexual assault
- Youth work providers
- Child & Family Education and Care providers
- Community health services, including mental health and drug/alcohol services
- Community legal centre services
- Community development and community capacity building providers

The Community Services Industry is part of the largest employment sector in the Illawarra, and 35% growth is projected over the next ten years. Currently, in Shoalhaven, 4,784 people are employed in the Health and Community Services Industry (14% of all employed). In Wollongong 11,112, (or 13.4%) and Shellharbour 3,579 (13.1%) are employed in the industry (ABS 2013). These figures show that not only is this our biggest area of employment, but that we currently exceed the state average of 11.6% (ABS 2013).

The projected growth of our sector is 2,418,000 sector workers across Australia in the next five years, and if these projections are correct, we will need 7,254,000 new workers to sustain our health and community services between now and 2036. (CS&HISC 2013).

With the increase of people reaching retirement age, another consideration which arises is the high levels of retirement from the health and community services industry. Currently workers in this sector have an average age of over 50 years. This in effect means that there are more people becoming consumers than becoming workers. This trend will put increasing pressure on our already strained workforce.
Rapid change and growth

The community services industry is undergoing a period of unprecedented change. The reforms and reviews underway at both National and State level align strongly with the values of many community service providers as they focus on person-centred practice, capacity building and connecting people to community. Although service providers welcome the commitment to building social supports and working from a strengths/assets base they are affecting the entire Community Services Industry at organisational and service delivery level.

These significant reforms include:

- **National Disability Insurance Scheme (NDIS)** - a new way of providing services and support for people with permanent and significant disability, their families and carers which will significantly impact on current service providers operations
- **Review of Home and Community Care (HACC) and Aged Care** – reviews are currently underway into the delivery of many HACC and Aged Care services, including exploring new service delivery options, new quality assurance approaches, and new options for funding the delivery of services
- **Review of Community Legal Centres** – a review of how Community Legal Centres are funded, and what services they will be funded to provide
- **Review of Health NGOs** – NSW Health is in the process of a significant review of funding for Health NGOs which will include a new standardised Service Agreement for grant funded services, and a contestable funding framework to be phased in during 2015-16. Program Areas are still reviewing what services they want to procure from the NGO sector under the new funding framework, and not all services will go out to tender at once
- **Mental Health Delivery Review** – a review into mental health services across government, private and NGO sectors. Among other things, the review will consider the efficacy and cost-effectiveness of programmes, services and treatments; duplication in services and programmes; funding priorities in mental health and gaps in services
- **Changes to tendering and contracting** – which are affecting a range of services delivering NSW or Australian Government funded program
- **Going Home Staying Home Reforms to Specialist Homelessness Services** – Recent reform of NSW homelessness services which resulted in substantial changes to the design, funding and operations of government-assisted homelessness services in NSW
- **Outsourcing Community Service Delivery** – The NSW Government recently conducted an Inquiry into the contracting out of service delivery, such as housing, disability and home care services, from the Government to the non-Government sector. Outsourcing is likely to increase as the NSW Government withdrawals from service delivery in the HACC and disability sectors
Importance to the region

The recent report by IRIS Research into the future of employment in the Illawarra highlighted the importance of the Health and Community Services Industry as a key growth sector for the future.

The Transition Illawarra initiative: Stage One report prepared by Deloitte Access Economics also highlights the importance of Health and Community Services – particularly with regards to services for older people.

The Hon John Ajaka MLC, current Minister for the Illawarra (also Minister for Disability Services and Minister for Ageing) has also recognised the potential for the industry to lead the future for the region, and has expressed a strong commitment for the region to become a ‘Centre for Excellence’ in Disability, Aged Care, and Community Services.

The outcome of all of these impacts and reforms is that many organisations are preparing for the future, and some are collaborating. But there is no shared vision, and no place where all of the current activities are recorded and reported.

The ‘Roadmap’ project was developed to provide a platform for collaboration on current projects, a central point for recording progress, and to identify opportunities for future projects and initiatives to be worked on collaboratively.
Workshop

The Roadmap for the Future of Community Services in the Illawarra Workshop was held from 9:30am – 4pm on 28th August 2014 at the Pavilion, Kiama.

The Workshop was facilitated by Michael McLean from McLean Management Consultants Pty Ltd. Michael is an extremely experienced and dynamic facilitator who has worked with big business nationally and internationally. Our grateful thanks go to Michael, who facilitated for a fraction of his usual fee because of his high regard for the people and organisations who work to improve the lives of vulnerable people.

Bringing a facilitator from outside the community services industry was a strategic decision and meant that the workshop did not begin with any preconceived ideas about where the vision or the roadmap would end up.

An agenda can be found at Appendix C.
Findings

Common Themes

Participants in the Workshop were from different sectors within the community services industry, and seating was allocated strategically to ensure the widest range of sector representatives at each table. In this way, sectors which would traditionally never meet or collaborate were able to network informally and explore potential ways of working together. Aged care providers, for example, found themselves working with child care providers, homelessness organisations, and disability services; and each table had a facilitator from either FaCS, DPC, or Illawarra Forum. An attendance list can be found in Appendix D.

The first activity of the day was to explore the commonalities between the various sectors, and to express them verbally and visually.

Some of the key common themes were:

- **Person-centredness.** Although the term varied across sectors and may have been expressed as client-focussed or consumer-directed, all tables identified that people were at the centre of service delivery for all service types
- **Connectedness.** Building social supports and connecting people to community
- **Flexibility and Responsiveness.** Responding to the changing needs of the target market, and to the changes in the service delivery environment
- **Capacity building.** For every service type, it was important to build individual capacity and reduce dependence
- **Strengths/assets based.** Identifying and building on individual strengths and assets
- **Emotion.** Everyone felt strongly about the work they do and the people they work with. Their work requires empathy, patience, and fun
Industry Health Check

During the Industry Health Check session, participants identified 57 of the great regional collaborations or projects which are already happening in the region in the areas of children’s and early years education, community development, disability, aged and carers, housing and homelessness, social enterprise women’s and young people’s services. For a full list see Appendix A. The list is of some of the collaborative projects underway in the region. It is not intended as a comprehensive list of all projects delivered through partnerships, rather it is a sample of the fantastic collaborative efforts in the region.

Many innovative projects being conducted by organisations alone or with communities were also showcased. These included community empowerment projects, project working with local Aboriginal communities, family support and housing projects. For a full list of projects showcased, see Appendix B. Once again, this is by no means intended as a comprehensive list of projects, but should be regarded as a mere sample of the numerous activities being delivered throughout the region by individual organisations.
Opportunities for Collaboration

During the second activity, participants were invited to think about new regional projects which could be implemented collaboratively. These were then prioritised by members of each table, and presented to the group. These opportunities have been collated into themes:

1. Regional Networking for Shared Opportunities

This theme came across strongly from several tables, and was strongly supported. Some of the initiatives recommended under this theme included:

- Cross sectoral ‘speed dating’ to facilitate delivery of services by forming consortiums/partnerships /strategic alliances between NGO’s to keep local flavour
- Opportunity driver mechanism model for true collective impact. Build relationships based on shared vision rather than individual programs
- Regular engagement with State and Federal members
- Development of a common language to ensure representatives remain “on message”
- Networking at department level to address program funding and provide holistic support to individuals across agencies and with service providers
- Explore opportunities outside community service sector e.g. Clubs NSW, community sporting groups. Establish an interface with business and capitalise on social investment. Examine whether community sector is ‘business-like’ enough. Address concerns such as what are we afraid of? What is ‘dirty money’? Can we be ‘purer than thou?’
- Collective collaborations and partnerships for funding – jointly submitting
- Forums like this targeting whole of sector to be held at least 6 monthly specifically focused on strategic intention and direction of the sector eg: breakfast forums
- Implement integrated case management to achieve better outcomes
- Examine some of the key barriers to collaboration e.g. Trust, Privacy? Recognise that a driver is required to facilitate partnerships and to regulate possible power imbalances that may require negotiation
- Opportunity for an independent third party to act as an ‘honest broker’
2. Build an Accurate Picture of the Industry in the Region

- Map components of the industry: services, systems and roles. Develop a database of who does what
- Identify which organisations have strengths in specific areas
- Develop streamlined processes for referrals and intake
- Library of localised facts, statistics and information

3. Addressing Workforce Issues

- Alternate education models to ensure a skilled workforce
- Develop a Community Services Employment Portal (possible partnerships: UoW, TAFE, schools, Centrelink, JSAs)
- Collaboration with employers to deliver business education for young people
- Development of a ‘Shared’ labour pool for disability services
- Training and retraining the workforce including specialised skills e.g. CALD, Indigenous, Aged, Children, Disability, Criminal justice
- Afterschool childcare. Clearly shift workers and those working outside normal business hours after business hours need flexibility and support in childcare

4. Encouraging Innovation

- Need a safe place to innovate beyond service delivery
- Develop mechanism for recognising and rewarding innovation

5. Addressing the Key Gaps

- Transport is a big gap for many client groups in the region. Need more flexible and extended services
- Access to affordable housing affects service delivery across a range of service types e.g. mental health, youth, disability, low income
And Some Specific Opportunities

- Out of school programs/focus/holistic approach for children 7-12 years with individualised support
- Shellharbour housing project initiative for people with disabilities
Practicing a Client-Centred Approach

During the Roadmap workshop, participants had the opportunity to explore the concept of client-centred practice in a unique and practical way. Each table was given an egg which represented a vulnerable client. Team members at the table were then told that their ‘client’ had to be dropped from a tall height, representing the many pitfalls and obstacles that so many clients face in real life. Teams had to build a network of supports or safety nets (landing apparatus) using only flexible plastic drinking straws and pipe cleaners.

The variety of structures and supports devised by the teams reflected the unique responses that a true client-centred approach requires. The exercise also demonstrated how a range of service providers across a spectrum of sectors must collaborate and be flexible and responsive in order to bring about the best outcome for a client.
A Model for Person-Centred Practise in the Illawarra
Developed from the emergent themes and responses from workshop participants
The final session of the day was designed to draw from participants a shared vision and direction for the future of the community services industry, and some concrete actions for achieving that vision. The results were creative and inspiring and have been transcribed and included in the Appendix.

The key themes have been collated into the Plan on a Page, and the following actions have been distilled from the workshop discussions:

<table>
<thead>
<tr>
<th>Action</th>
<th>Lead Agency/ies</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORTING COLLABORATIVE PRACTICE</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Development of governance structures and model agreements to facilitate alliances/consortia/partnerships</td>
<td>Illawarra Forum</td>
<td>January 2015</td>
</tr>
<tr>
<td></td>
<td>NSW Family and Community Services/Department Premier and Cabinet</td>
<td>December 2015</td>
</tr>
<tr>
<td>• Private sector partnerships to enhance service delivery</td>
<td>Illawarra Forum</td>
<td>January 2015</td>
</tr>
<tr>
<td>• Development of a comprehensive database of service provision</td>
<td>Steering Committee of Industry Representatives</td>
<td>June 2015</td>
</tr>
<tr>
<td>• Leveraging back-of-house activities for economies of scale</td>
<td>Steering Committee of Industry Representatives</td>
<td>June 2015</td>
</tr>
<tr>
<td>• Collective funding – explore opportunities for joint submissions</td>
<td></td>
<td></td>
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<tr>
<td><strong>DEVELOPMENT OF A SUSTAINABLE, INTEGRATED, AND SKILLED WORKFORCE:</strong></td>
<td></td>
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</tr>
<tr>
<td>• Partnerships between Education and Industry</td>
<td>Steering Committee including representatives from TAFE Illawarra, NSW Family and Community Services, Schools, RTOs, Illawarra Forum and industry</td>
<td>Committee to be formed by December 2015.</td>
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<tr>
<td>• Pathways to careers</td>
<td></td>
<td>Action plan and timeframes to be determined by steering committee</td>
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<tr>
<td>• Work-ready passport</td>
<td></td>
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<td>• Shared workforce</td>
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<tr>
<td>Action</td>
<td>Lead Agency/ies</td>
<td>Timeframe</td>
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<tr>
<td>Establish Communities of Practice to encourage practice excellence</td>
<td>Leaders from individual sectors of industry e.g. Children’s Services, Aged Care, Youth Services, Home and Community Care, etc</td>
<td>First community of practice to be established by June 2015</td>
</tr>
<tr>
<td>Regional networking opportunities – increasing opportunities for collaboration e.g. Cross sectoral ‘speed dating’</td>
<td>Illawarra Forum and Industry Representatives</td>
<td>Commence November 2015</td>
</tr>
<tr>
<td>Social Innovation Incubator – a safe place to innovate</td>
<td>UoW, Family and Community Services, Enterprise Connect, Industry Representatives</td>
<td>Recruit and convene working party by February 2015</td>
</tr>
<tr>
<td>Social procurement – regional commitment to supporting social enterprise</td>
<td>Industry Representatives, Illawarra Forum</td>
<td>Recruit and convene working party by February 2015</td>
</tr>
</tbody>
</table>
Next Steps

The workshop and subsequent development of the priority actions and ‘Plan on a Page’ are merely the beginning of the project to develop and promote a shared vision for the future of community services in the Illawarra and Shoalhaven. As we work towards regional excellence in community/human service delivery, the actions and timeframes will inevitably change and that is why this plan will be a living document. The key to delivering on the actions will be in transparency and accountability, and in the interest of both, we propose the following steps to begin the delivery process:

1. Share this report with attendees and with all industry stakeholders.

2. Present the report to Hon John Ajaka MLC, Minister for the Illawarra.

3. Convene a Governance group to monitor progress and review the actions. Governance group to consist of at least six members including District Director Illawarra and Shoalhaven, NSW Department Family and Community Services; Senior Regional Coordinator, NSW Department of Premier & Cabinet; CEO, Illawarra Forum Inc, and industry representatives.

4. Invite stakeholders to form working parties/steering committees for each of the action areas.

5. Working parties/steering committees to develop action plans and timeframes for each action area. Progress reports to be delivered quarterly.

6. Governance group to convene quarterly to receive and review progress reports, and to report back to the Minister for the Illawarra.

7. Updates to be provided to workshop participants and the wider industry.
Appendix

Appendix A: Industry Health Check – An example of current partnerships and collaborations

Children and Early Years Education

Child Mental Health Services
A joint initiative of Illawarra Shoalhaven Medicare Local and various local Childcare Centres: Shoalhaven Parents Early Intervention Parenting Program (SPEIPP) is run by Illawarra Shoalhaven Medicare Local and funded by the Family Support Program.

The Kids Count program supports children under school age and their parents/carers. Children and their families can access 6-12 sessions with a therapist experienced in the area of child and family mental health and wellbeing.

Communities for Children Shellharbour
Communities for Children Shellharbour is funded by the Australian Government with Barnardos as the facilitating partner. Barnardos collaborates with the community and with various partner organisations to provide activities to achieve "the best possible start in life for children in Shellharbour City". Some of the projects delivered through partnerships include:

- Park and Play
- Talking Realities
- Child Friendly by Design
- Grandparent Carers group
- Family Schools Connect
- Family & Community Engagement

Early Start Program
Numerous agencies and organisations are working with the Early Start project which is an exciting multi-disciplinary initiative based at the University of Wollongong. Early Start is based on the simple premise, “every child deserves the best possible start to life” and aims to address a wide range of personal,
social and economic issues that have a significant effect in our communities. Through Early Start, UoW and its partners aim to create and enrich life opportunities for young Australians from birth – 12 years. The BA Teaching (Early Years) has developed a Professional Experience Associate (PEXA) program with Child & Family Service Providers, to offer support and mentoring for UoW students.

**Green Kids playgroup – Barrack Heights Community Garden (SCC)**
A collaboration between Early Years Learning (Home Based Educators) Shellharbour Council and The Barrack Heights Community Garden to provide an opportunity for pre-schoolers to experience and learn about the garden.

**Include Me (children with additional needs) a Partnership between TAFE, Big Fat Smile, and Interchange Illawarra**
Supported playgroups operate to assist children and families with identified needs in their development and readiness for school. Include Me works in partnership with other agencies including TAFE Child Studies and disability service providers to provide supported playgroups in the Illawarra.

**KidsFest Shellharbour**
A week-long festival held in May each year, it celebrates and connects Shellharbour's children 0-12 years, their families and carers. This project partners local businesses with community organisations across Shellharbour City to celebrate Shellharbour's children (aged 0-12 years). Past events have been overwhelmingly successful with over 5,000 people participating in hundreds of activities across 60 odd festival events around Shellharbour City.

**Kids Matter (mental Health) & Lets Count 0-5, Kids together (support children with additional needs)**
The Kids Matter program is designed to further develop children’s services’ capacity to foster children’s mental health and wellbeing and promotes partnerships with families and communities to improve children’s mental health. Ready Set Go (a partnership with The Smith Family) aims to improve the health and wellbeing of families and children through facilitating practical support sessions with educators and families including a children’s performance, mentoring for staff and cooking sessions for families. Let’s Count is a pre-school math program.
Munch and Move – nutrition & healthy options 0-5ys
An initiative of NSW Ministry of Health, NSW Department of Education and Communities (DEC NSW) and the Heart Foundation. Training partner is the Early Childhood Training & Resource Centre (ECTARC) based in the Illawarra. Munch & Move is a NSW Health initiative that supports the healthy development of children 0 to 5 years by promoting physical activity, healthy eating and reduced small screen time (e.g. watching TV or DVDs, playing on computers and small hand-held games devices).

Paint the Gong REaD
An initiative of Wollongong City Council, Shellharbour City Council, and local community groups, Paint the Gong REaD is an early childhood literacy program that encourages the whole community to read, talk, sing, and rhyme with children from birth. Paint the Gong REaD runs year round events and activities across Wollongong that foster community support to nurture early literacy practices in 0-5yr olds.

Up-skilling Early Childhood sector:
Early Childhood Training & Resource Centre (ECTARC) based in the Illawarra. ECTARC is a community owned, not for profit registered training organisation that specialises in early childhood training and professional development. ECTARC is a division of Illawarra Area Child Care Limited (IACC) and was established with the support of the Australian National Training Authority (ANTA) to provide:
- Accredited vocational training for those wishing to achieve qualifications including traineeships
- Quality upskilling/in-service workshops for those working in or with an interest in the early childhood/community services field
- Dynamic, pro-active and responsive leadership in early childhood/community service training and research
Community Development

**Illawarra Assets Based Community Driven Network**
A network of service providers across a range of sectors based in or working in the Illawarra. The Network recognises that communities have the strengths to bring about positive social change for themselves. The Network aims to provide training, information and networking opportunities to support organisations and groups to better engage with local communities using strengths based approaches.

**Illawarra Regional Development Consortia**
The Illawarra Regional Development Consortia (IRDC) is comprised of 17 Neighbourhood Centres from Helensburgh to Ulladulla plus not for profit organisations which operate on a community development approach including Coomaditchi Aboriginal Artist Co-op and the Wollongong Women’s Centre. The IRDC aims to strengthen Community and Neighbourhood Centres functions in the Illawarra region, to ensure that community development is valued and kept on the agenda and to provide a collective framework for funding.

**Integrated Case Management**
The Southern Suburbs Integrated Case Management (SS ICM) project was a stellar example of the value of providing integrated case management across NSW, Local and Australian Government and non-government human service agencies. The project sought to use an integrated case management approach to improve the well-being of families with multiple and/or complex needs who have exhausted other avenues of support. The project focussed on postcodes which exhibit significant concentrations of households with complex issues. The selection criteria focussed the project’s efforts on families with significant and recurring issues of domestic violence, children at risk, housing insecurity and criminal justice issues. NSW Family and Community Services are keen to implement an integrated case management approach in the region.

**Shoalhaven Anti-Poverty Committee**
The Shoalhaven Anti-poverty Committee is led by Shoalhaven Neighbourhood Services and has a membership of local community members, non-government organisations and Shoalhaven City Council. The group is committed to working with local residents, services and government agencies to create a prosperous, inclusive and sustainable community in the Shoalhaven by building social prosperity for individuals, families and communities. The group works together both to lobby and to deliver projects which bring about real, sustainable change and a fairer and more equal society. The group has several initiatives including:
- **Yard Assist**, a volunteer lawn mowing and gardening service for people who are elderly or have a disability and live in social housing
- **Nowra Mega Markets**, a community based market to operate in the Nowra East community and raise funds for local projects
- **Nowra East Neighbourhood Pride**, working with the local residents to strengthen community connectedness, create a sense of belonging for all people, improve community pride, build healthy respectful relationships, improve the safety of the area and gather and value the stories and experiences of local people

**University of Wollongong (UoW)**

UoW Office of Community & Partnerships:

UoW is committed to playing “an active role in advancing and championing social, cultural and environment and economic developments in our regional communities”. The purpose of the UoW Community Engagement team, as part of the Advancement Division, is to facilitate mutually beneficial connections between our communities and UoW. We do this through programs such as the Community Engagement Grants Scheme, our commitment to workplace giving – UoW Cares, acknowledging staff through the Vice-Chancellor’s Awards Excellence in Community Engagement and much more.

The In2Uni Program is a partnership between the UoW, Department of Education and Communities (DEC NSW) and Catholic Education Office (CEO), to enhance aspirations and capacity of selected primary and secondary schools within our communities. The UoW's In2Uni Program aims to build aspirations for higher education and beyond by allowing students to explore possibilities and opportunities at University. The In2Uni program was launched in 2011 and offers a range of activities, including academic mentoring, study skills workshops, HSC and University Preparation Programs and on-site experiences for students, parents and teachers in the program.

**Walk of Pride**

Unanderra Community Services are collaborating with Illawarra Shoalhaven Medicare Local on a mental health ‘Walk of Pride’ and are working in an Asset Based Community Development (ABCD) framework in conjunction with local businesses and clubs to deliver a community festival.
Aged and Carers

Aged Care Illawarra Workforce Action Group (ACIWAG):
A multidisciplinary group which is working at a strategic level to facilitate a pipeline of carers who have the relevant skill and behaviour set to provide customer-oriented services which meet the changing needs and numbers of those requiring care and support in the Aged Care sector in the Illawarra. It has been recognised that many organisations in the Illawarra are attempting to ensure the availability of sufficient, suitably qualified and motivated workers in a period of growth in demand for Aged Care services. The ACIWAG group came about as a result of the Workforce Innovation Network project and will prioritise, coordinate and monitor the activities associated with the implementation of the Regional Strategic Plan designed to address the increasing demand for carers in the Aged Care sector in the region.

Builder Occupational Therapist Team (BOT)
Scope Access have begun a project to encourage Builders and Occupational Therapists to visit older people or people with a disability on same day to design home modifications to improve their lifestyle and increase independence.

Building the Disability Workforce of the Future – ADHC
The Workforce Recruitment Strategy aims to attract new employees to the care sector and is targeted at three primary groups within the community; parents returning to work, education leavers and career changers. It also targets potential employees in Aboriginal and Culturally and Linguistically Diverse communities. The objectives of the Workforce Recruitment Strategy are to raise the profile of the disability and community care sectors, increase the size of the workforce available to the sectors and to attract the right types of workers to deliver quality services. Two key elements of this strategy are, an internet based recruitment initiative, carecareers and projectABLE. Carecareers combines a staffed careers centre and an internet based recruitment portal with multimedia marketing to provide a unique attraction and recruitment program for not-for-profit non-government disability and community care organisations in New South Wales. ProjectABLE which began in March 2010, is a work experience and training scheme aimed at students in secondary schools and university-allied health programs. It is designed to inspire students to engage in an experiential program with a service provider and ultimately attract more young people into the sector.
Care Stars
A project in which TAFE Illawarra, the Cram Foundation and the Disability Trust come together to provide training, work placements and mentoring to increase employment in the disability sector.

Carers Program (young people, people with a disability, aged) ACC Partnership – Southern Councils Group
‘Your Time’ provides support, information, advocacy & counselling for carers and is a partnership between Southern Councils Group (SCG), CatholicCare & Anglicare. Carers may benefit from Your Time assistance when:
  - Experiencing difficulty with the caring role
  - Requiring information and support associated with their changing circumstances
  - Requiring support for their own health and wellbeing
  - Navigating and/or accessing services is challenging
  - Wanting to plan ahead for respite, wills, Power of Attorney, Guardianship, etc
  - Considering support group attendance

Dementia Interest Group
A collaborative initiative driven by partners such as Community Options Illawarra, Alzheimer Australia, UoW, Multicultural Council Illawarra, and Carunya Dementia Day Therapy Centre. The group aims to increase access to information and activities through the development of a website, a comprehensive list of service providers, and regional activities.

Dual Diagnosis partnership with Community Mental Health – ADHC
Life Choices: There are three choices of service models for the Life Choices Program; Centre based with community access, individual community based and self- managed model. All Life Choices service providers are required to provide culturally appropriate services for Aboriginal people and people from different cultural backgrounds.

End of Life Working Group
PEPA provides Australia’s only free placements in palliative care services for practicing health professionals (2-5 days duration) and free palliative approach workshops.

**Illawarra Ageing Network**
The Illawarra Ageing Network is an initiative which delivers information to ageing carers about options for themselves and the person they care for.

**Illawarra Disability Alliance**
Thirteen Illawarra disability service providers have come together to form an alliance to share information, resources and staff. The Alliance aims to offer more effective and innovative options for people with disability. Members so far include the Cram Foundation, Disability Services Australia, Flagstaff Group, Greenacres Disability Services, House with No Steps, Interchange Illawarra and the Disability Trust.

**‘Keep it Clear’**
Vision Australia in collaboration with Wollongong Council, clients & TAFE students are working to ensure an accessible environment that meets the needs of people who are blind or have low vision, incorporating the principles of independence, dignity and safety.

**Kiama Dementia Friendly Community**
Kiama Municipal Council, UoW and Alzheimer’s Australia are working together to make Kiama dementia-friendly. The local dementia alliance will be made up of people with dementia and representatives from local organisations that are committed to making a difference to the lives of people living with dementia. The project includes collaboration between all partners and the Commonwealth Bank to make services dementia friendly.

**Living with memory loss**
A collaborative project of Catholic Care, Illawarra/Shoalhaven Local Health District and Alzheimer’s Australia.

**Pathways through partnership**
A collaborative project of IRT, Community Options Illawarra, Greenacres, Interchange Illawarra and UoW.

**Respite Coordination Group**
A collaboration of several Illawarra respite service providers, the group provides the coordination of respite for carers of the aged and people with disabilities.
“Young @ Heart”
The Young @ Heart project is a regional attraction and recruitment model for aged care providers. Several aged care providers, in conjunction with TAFE Illawarra and other registered training organisations, have come together to provide an employment pathway for long-term unemployed young adults (age 17-35) into aged care. Participants receive training and valuable work experience to learn about the benefits of working in the growing aged care industry. Features of the training include mentoring participants at each stage and training in six modules of the Certificate III in Aged Care, with work experience at an aged care facility.

Housing and Homelessness

Going Home Staying Home
Although there is no doubt that the reform of the Specialist Homelessness sector have caused angst and sadness and the demise of some long-standing organisations, but it has also brought about many new partnerships and collaborations including:

- **Illawarra Women's Homelessness and Domestic and Family Violence Support Service** – a partnership project between Wollongong Women's Refuge Inc and Warilla Women's Refuge
- **Illawarra Youth Homelessness Connections** a collaborative partnership between Southern Youth and Family Services and Illawarra Youth Housing
- **Shoalhaven Homelessness Family Support Service** a collaborative partnership between Southern Youth and Family Services and Illawarra Youth Housing
- **Shoalhaven Women's Homelessness and Domestic and Family Violence Support Service** a partnership between Wollongong Women's Refuge and Warilla Women's Refuge
- **Illawarra Youth Homelessness Outreach Support Service** a collaboration between Southern Youth and Family Services and Illawarra Youth Housing
Homelessness, Social Housing and Mental Health Interagency and support networks including:

- Housing and Accommodation Support Initiative (HASI) - set up in partnership with the NSW Department of Housing, NSW Health and the non-government sector to support people experiencing mental illness to participate in community life, maintain successful tenancies and improve their quality of life. Mainstream and Aboriginal specific models
- Lake Illawarra Area Command C/DIACC Mental Health & Housing Agreement 2011 - a formal partnership between NSW Health and the Department of Family and Community Services (including its Divisions of Housing NSW, Community Services, Ageing, Disability and Home Care and Aboriginal Housing Office), which was signed in August 2011
- Homelessness Interagency (Shoalhaven) - An interagency focused on developing more housing options for disadvantaged persons
- Southern Network of Accommodation Providers (SNAP) - Accommodation providers (disability)
- Mental Health Carers Interagency (MHCI)

Southern Youth & Family Services (SYFS) Community Hub

The Community Hub at Warilla will bring together a range of service providers to deliver a variety of social support and health services for young people and families. It will also provide a youth accommodation facility that will provide education, employment and social services for 20 disadvantaged or homeless young people.

Social Enterprise

Flagstaff Business Link

Working with local business to promote social procurement in order to increase employment opportunities for people with disabilities.

Engaging Social Enterprise in Waste Management – SCG

Green Connect (Port Kembla Community Project Inc.) provides waste management and resource recovery services at events, available separately or delivered as a package in accordance with needs. From July 2013 - June 2014 Green Connect employed 99 resettled refugees and 12 young people, diverted 85% of the waste we managed from landfill, and produced local chemical-free food.
Women

Women’s Domestic Violence Intervention
NSW and YWCA NSW have collaborated to provide an intervention service based at the Shoalhaven Police Station. Includes a safe room for women.

Illawarra Women’s Health Service
Are working with UoW and NSW Health in a partnership to improve Aboriginal Women’s health & wellbeing, and with the Local Health District to improve access for women with disabilities to violence prevention initiatives.

Young People

Partnership to develop Youth Employment Strategies – Smith Family
The Partnership Brokers Program aims to increase the number of young people who complete Year 12 or equivalent qualifications and halve the educational attainment gap between Aboriginal and Torres Strait Islander and non-Aboriginal and Torres Strait Islander students. Partnership Brokers do this by assisting to create partnerships between education and training providers, parents and families, business and industry, and community groups. They also work closely with Youth Connections providers who support the needs of ‘at risk’ youth. The program aims to build sustainable partnerships that provide the necessary support to improve education and successful transitions to further education, training or employment for all young people. The goal is to significantly lift the current Year 12 (or equivalent) attainment rate by 2015.

Learner Driver Mentoring Program
A collaborative project between local Aboriginal and Torres Strait Islander people, NSW Police and the Aboriginal Legal Service which aims to help young Aboriginal people gain their driver’s licence.

Y-B.R.A.V.E.
A collaboration between YWCA NSW and Department of Education to deliver cyber safety/bullying education to students.

Youth Connections
The Youth Connections program is aimed at helping young people who are early school leavers or who are at significant risk of leaving school early. Services are flexible and include one-to-one support to help young people overcome the barriers and problems that make it difficult to stay in, or return to, school
or training. Youth Connections is provided locally by Access Community Group which offers a range of activities for young people who are disengaged from education, training or employment to better support them in their local communities. They also work to build the capacity of schools and communities to improve the support available to young people at risk of disengaging.
Appendix B: Industry Health Check – An example of current innovative projects run by organisations alone or with communities

The following innovative projects are being conducted by organisations alone or with communities were showcased at the workshop

Port Kembla Community Centre: Community Empowerment projects:
- Tender Funerals
- Urban City Farm
- Green Connect
- No Interest Loan Scheme (NILS)

Projects working with local Aboriginal communities including:
- ‘I AM PHAT’ – Illawarra Aboriginal Men’s Physical Health and Training
- Bad V – Brothers Against Domestic Violence /Circle of Healing
- Beat The Blues – Mental Health & Suicide Prevention Event
- Equal Playing Field – Early Intervention Healthy Relationships
- Underage Drinking – partnership with UoW
- SKIPP – School Kids Indigenous Peer Program
- Education & Training – Employment preparation
- Shoalhaven campus of TAFE –Aboriginal Learning Circles
- Pathways – solutions for Ageing & Care Disabilities
- Brothers for Booris (babies) – Father’s support & Community Connection Positive Parenting
- Young Women’s retreat

Warrawong Residents Forum:
- Community Gardening
- Housing community program/neighbourhood renewal
- Free community lunch
- Youth Project - K LAW
- Men’s Group

ACCESS Community Group
- Partnership with High Schools to provide alternative learning programs

Family Support Services
- Safe home visiting for vulnerable families
- Drug & Alcohol pregnancy and parenting services
- Parenting services/programs
- Home Instruction for Parents of Preschool Youngsters (HIPPY)

Southern Cross Community Housing (SCCH)
- National Rental Affordability Scheme in Shoalhaven
- Path To Home – mobile phone App – SCCH
- Implementing State Debt Recovery Work Development Program resulting in $131,000 reduction in state fines since 2012

Multicultural Community Council Illawarra (MCCI)
- Multicultural Cook Off- CRC funded (nutrition, community etc.). An event for Refugee week that brings together multi-generational teams from the Togolese, Nigerian, Iranian, Burmese, Chinese, Indian and Peruvian communities

Kidzwish
- Therapy Services for Children with Down Syndrome – (8ys & over)
- KIDZ SPEAK – Mobile speech therapy in childcare centres in low socio-economic communities
- Early Intervention 0-8yrs children with disabilities
- Community Development

Healthy Cities Illawarra
- A range of programs which are delivered through partnerships and collaboration. Including Child Friendly by Design (See C4C)
Appendix C: Agenda

Roadmap for Illawarra Community Services

Agenda

9.30 Welcome to Country -Uncle Steven Russell
Welcome -Nicky Sloan, CEO Illawarra Forum
Overview of the day - Michael McLean, Workshop Facilitator

9.45 Tables to introduce themselves/ team building exercise
Industry Health Check – Downloading current regional/industry projects. Where are we now?

11-11.30 Morning Tea

11.30 Reforms & Collaboration – Creating Better Outcomes
– Gary Groves, District Director FACS Illawarra & Shoalhaven

11.45 Working Together –
What’s missing?
What are the opportunities?

12.45 -1.30 Lunch

1.30 The Hon. John Ajaka MLC Minister for Illawarra, Minister for Ageing, Minister for Disability Services

What would ‘The Illawarra as a Centre for Excellence in Community Services’ look like?
Developing the Plan on a Page (roadmap)

3.30 Closing Remarks/Next steps
## Appendix D: Roadmap Workshop Attendance List

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<td>Parsons</td>
<td>Illawarra Forum</td>
</tr>
<tr>
<td>Trevor</td>
<td>James</td>
<td>Shellharbour City Council</td>
</tr>
<tr>
<td>Wendy</td>
<td>Hoschke</td>
<td>TAFE NSW - Illawarra</td>
</tr>
<tr>
<td>Wendy</td>
<td>Pepper</td>
<td>Illawarra Retirement Trust</td>
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