

Why a new model is proposed for community services delivery at Kalumburu

History of Community Services Delivery at Kalumburu

Throughout 2011 to 2013, the Aboriginal Affairs and Coordinating Committee (AACC) was focused on helping the Kalumburu community develop a strategic plan for its future. It appointed a consultant to help pull together a plan for the community based on extensive consultation with local and external stakeholders, services, agencies and community members. The result of this consultation was a detailed strategic plan for the Kalumburu community incorporating input from various agencies and services and identifying organisations who were to be responsible for progressing certain key items. This strategic plan is included as Appendix A. In addition, a Kalumburu Youth Strategy was developed identifying key strategies for addressing youth issues and identifying responsible parties and timeframe for implementation. This youth strategy is attached as Appendix B. Many of the priority items identified in both strategic plans were at the time of publication unfunded and there was no guarantee from any of the government agencies responsible for these service areas that they would be funded into the future. Three years later there has been no action taken on any of these priority areas and this is due to a lack of committed funding available for identified priority areas and most importantly, the absence of any one person (or organisation) being able to take responsibility for the implementation of these plans. Probably the most important point to make here is that the strategic plan did not investigate a model of implementation or coordination required to progress action against the priority items identified in the strategic plan (s).

The Kalumburu Aboriginal Corporation (the member based not for profit organisation in Kalumburu) is viewed by many as being the obvious organisation to lead the development and implementation of key strategic initiatives in the community. However, the Kalumburu Aboriginal Corporation is so underfunded (2015/16 grant funded income was below \$150,000) that the organisation has not been able to employ any key on the ground staff in order to make any in-roads in addressing any of the identified strategies. The Kalumburu Aboriginal Corporation has been forced to reduce its community based activities and operate at a minimal capacity in order to preserve its finances and survive from year to year.

Absence of Coordinated Approach to Service Delivery

Over the past three years there have been several community events that have occurred that have made it apparent to all who live and work out at Kalumburu that there is a significant lack of co-ordination between services, programs and organisations. There is no one organisation (government, agency or service) that is able to be a community coordinator in times of strife or uprising and that there is no one able to take the lead in initiating effective responses to issues or events or to drive community development and strategic initiative.

Historically, the lack of action from Government (and by Government we mean state, federal and local) has led many local community organisations, people and members to arrive at the conclusion that the community itself must instigate a change in the way in which services and programs are delivered to the community. Most importantly, to ensure that program outcomes (services, agencies, funded programs, external and local) lead to strategic outcomes that will impact positively on the entire community.

The Kalumburu Aboriginal Corporation (KAC) has with its appointed Directors been working on a strategic plan for their organisation. Within this strategic agenda it has been recognised that the Directors want the corporation to be the lead organisation for their community. They have recognised the need to have a coordinated community services plan and for all service providers in the community and human services sector to work together to achieve long term, effective outcomes for the community. In addition, Community Focus National, a not for profit organisation delivering Domestic Violence, Youth Diversionary and Womens Programs at Kalumburu have identified a serious lack of service delivery coordination that greatly impacts on the effectiveness of a variety of services being delivered on the ground at Kalumburu. In fact, it is the belief of both organisations that the lack of a coordinated approach to services delivery is having a direct impact of the effectiveness of services being offered and on the outcomes for individuals, family and community who require intense intervention to address social isolation, dysfunction and disempowerment.

The proposed model in this document outlines how a centralised, community based coordination ‘hub’ might assist in improving coordination and delivery of services, applying best practice principles of case management for individuals and families & improving the way clients interaction and access services on offer.

External (Fly in Fly Out) Services and Impact on Outcomes

For many years there have been many queries and complaints about the effectiveness of fly in fly out (FIFO) services to Kalumburu. Many of these FIFO services are (important) community services and the lack of preparedness and coordination between external services and their delivery to the community is disheartening. Many of these services (please see list of current FIFO services provided to Kalumburu in Appendix C) arrive on a charter plane without notifying anyone at Kalumburu that they were coming, sit in an office space or walk around the community hoping that they will find someone to talk to! This is an exorbitant waste of money and time and is seen on a regular basis by those working on the ground at Kalumburu. Most recently, this has improved somewhat as the new Kalumburu Womens Centre (operated by Community Focus National) is now becoming the centre for visiting service providers. This is good news for FIFO services as they now have a contact on the ground to assist them in running their programs or coordinating meetings with clients. However, the Women’s Centre Coordinator is spending a large chunk of her day transporting visitors from place to place, picking up clients who might need contact with the FIFO service or cleaning up sites where services have conducted their workshops or meetings. This is not a sustainable situation for the Women’s Centre program as time spent helping FIFO services is less time spent on women’s centre operations. There is acknowledgement that the community clients desperately need many of these services being offered in this FIFO arrangement, however there is clear recognition that there must be a better way to ensure these services are provided in a manner that provides effective and timely service delivery.

Community Advocacy and Development

Unlike many other towns and communities around the state, Kalumburu community do not have a local government funded organisation (i.e. council) to coordinate and facilitate community plans and programs. The absence of such an organisation is apparent to all service providers, organisations, agencies and community in that there is no organisation to go to about matters that affect the lives and welfare of individuals and their families. There is also no mechanism for the community to provide feedback or criticism regarding service delivery. An example of this is the reporting of housing issues. The housing management provider (CHL) only visits the community occasionally.

Most tenants do not know when CHL is present at Kalumburu and therefore do not report building issues on a timely basis. Some of the housing issues are toilets not flushing, sewerage leaking into houses and other environmental hazards. Underreporting (and therefore items are not repaired) can lead to health problems and illnesses, long term damage to housing infrastructure and uncomfortable conditions for tenants. Community members simply do not know where to go or who to ask about key services in the community and visiting services often do not meet the needs of clients simply because of lack of communication and coordination. This example is only one of hundreds of examples where services are simply not able to meet the needs of clients because of lack of communication, lack of coordination and awareness. The proposed model in this document aims to increase coordination between all community services and programs and their clients so as to achieve better outcomes for the community.

What this proposed Model looks like: Outline of Proposed ‘Family & Community Coordinated Service Delivery Model’:

Kalumburu Aboriginal Corporation have recognised a need for a more coordinated approach to the management and delivery of community services to its clients. This goes for both externally provided services (i.e. fly in fly out services) and those services provided at the community level. A more centralised community based coordinated management of services will ensure services are delivered in a culturally appropriate, relevant manner and in response to identified need within the community (as opposed to services being provided simply because government have requested that they are). This proposed model puts both the responsibility and control back to the community level which will result in a more responsive and tailored service delivery.

The proposed model will introduce a community based coordinating hub through which all community services will either be managed or supported. In addition, the hub will provide a centralised approach to case management of individuals, families and groups who are referred to any of the locally based services (ie. Youth service, Womens Centre, Juvenile Justice, Bush Camps). The proposed Hub concept will assist to coordinate service delivery more effectively by direct oversight of some programs (those which are contracted to local Indigenous service providers) and support and coordination of delivery (of those services provided through fly in fly out arrangements or provided by other service providers). The proposed hub will be the centralised place for case management of individuals and families that require intensive support or intervention for a variety of reasons.

Role of Family & Community Services HUB

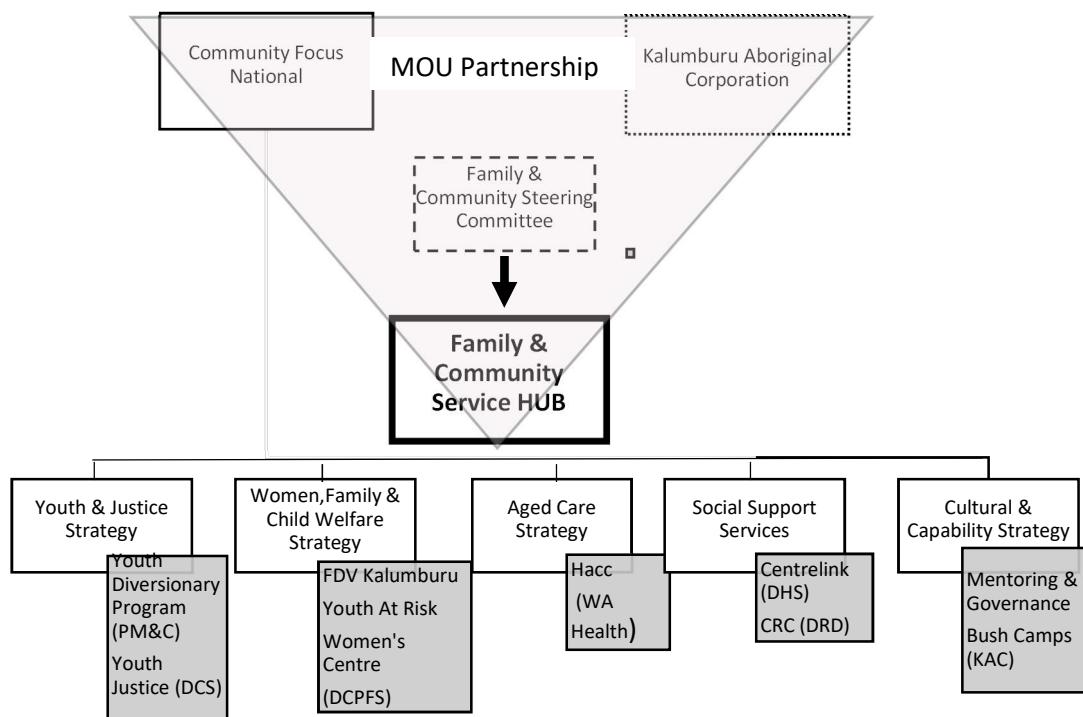
The proposed model for a community centred HUB centres on the concept of having a central coordinator to oversee the development of the HUB. The main role of the coordinator is to develop and implement the strategies that target the main sectors of community need. These strategies have been identified as follows:

- Kalumburu Youth & Justice Strategy*
- Kalumburu Women, Family & Child Welfare Strategy
- Kalumburu Aged Care Strategy
- Kalumburu Culture & Capability Strategy

*Kalumburu Youth Strategy has already been developed in conjunction with AACC

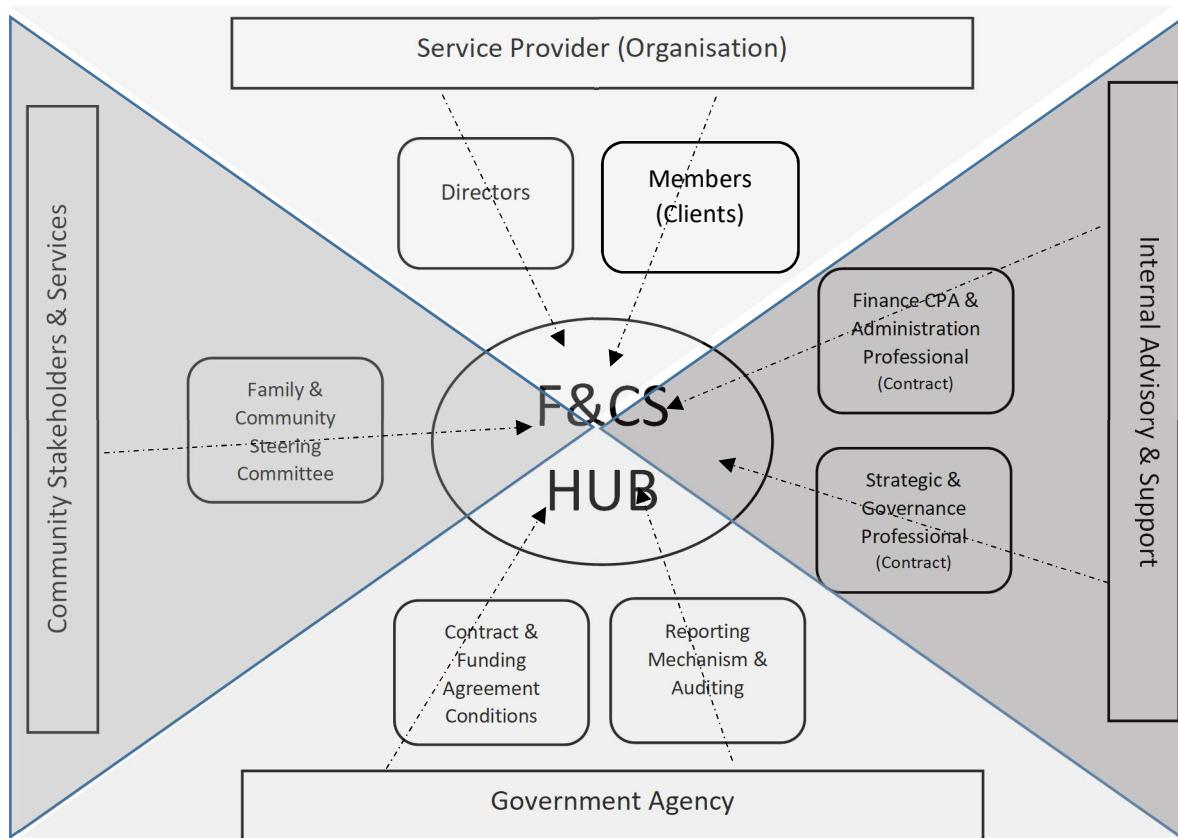
The F&CS Hub would be the main responsible body for developing the strategies and coordinating the response to identified priority areas within each strategy.

In order to drive the implementation of strategy the F&CS Hub would provide a centralised coordinated approach to ensuring that all community services delivered to Kalumburu are designed to effectively address identified community need (as indicated in the various community strategies) and are delivered in a timely and appropriate manner. This would include oversight of locally funded programs designed in response to the community strategy priority areas and oversight of locally based support services including Centrelink Agency & Community Resources Centre (managed by Kalumburu Aboriginal Corporation).



Governance and Accountability Structure:

To ensure that this community based model is accountable and transparent to stakeholders and community a governance model has been developed to demonstrate how the centralised hub will be governed and be held responsible by key stakeholders. The proposed governance model is below:



F&CS HUB Management: Family & Community Services Coordinator

It is envisioned that the F&CS Hub will be managed by a Family & Community Services Coordinator whose primary role is to build the hub to become the central coordinating centre for service delivery and case management. The Coordinator will be responsible for the effectiveness of the F&CS Hub and reportable to the Kalumburu Aboriginal Corporation & Community Focus National (Joint-Partner Employers) and the Family & Community Steering Committee* (*Committee structure will be discussed later).

The proposed Coordinator position will look like this:

Position Description: Family & Community Services Coordinator

Role: Oversee the strategic and operational development of key social service initiatives in Kalumburu through the development & implementation of:

- Kalumburu Youth & Justice Strategy
- Kalumburu Women, Family & Child Welfare Strategy
- Kalumburu Aged Care Strategy
- Kalumburu Culture & Capability Strategy

Responsibilities:

Direct service development and oversight of Kalumburu based programs

Facilitation and support of non-direct service delivery (i.e. visiting services to Kalumburu)

Development and facilitation of case management model of service development and delivery

Direct Report:

The position will directly report to the Family & Community Steering Committee and Kalumburu Aboriginal Corporation (Employer).

(Proposed) Salary Package:

Wage component: \$125,000 – 135,000

Rent-free Fully Furnished Accommodation (Lot 120)

Telephone & Internet (private)

Fully maintained vehicle (Toyota Troop carrier)

Centralised Office Space (Women's Centre)

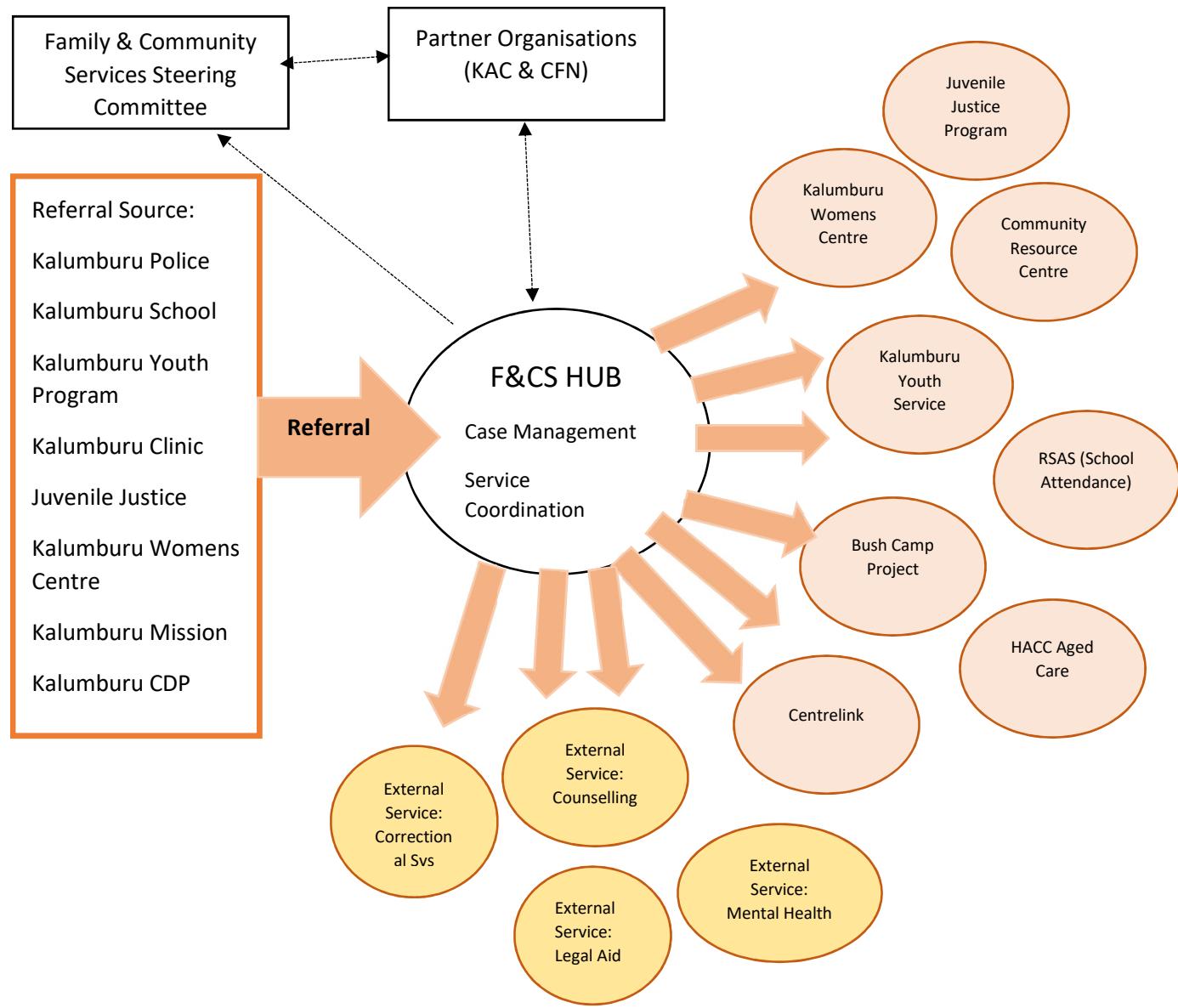
Total Package: \$185,000-\$195,000

Essential Criteria:

1. Tertiary level qualifications in Community Services, Community Development or Human Services Field
2. Significant experience living and working in remote indigenous location
3. Demonstrated high level experience in developing effective networks, linking services and working effectively with stakeholders
4. A sound understanding and knowledge of program development within a strategic framework

5. Demonstrated experience in strategic development of organisational, program & community planning in a social services setting

Family & Community Service HUB: Operational Model



Note: Services identified are indicative only

Proposed Funding Model for Family & Community Services HUB

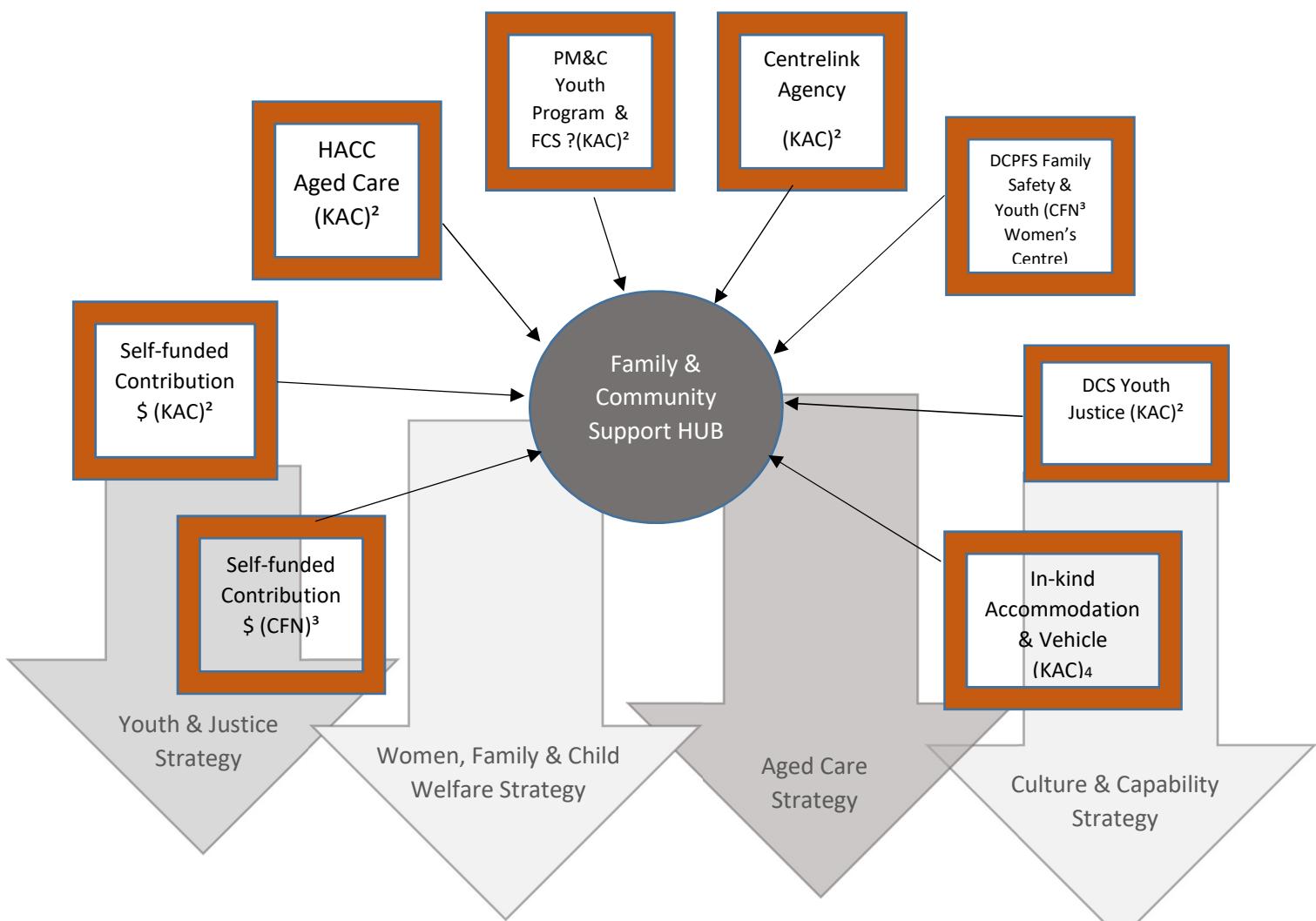
This model proposes to take a ‘pooled funding’ approach. The pooled funding model aims to identify funds which are tied to outcomes linked to the implementation of the four Community Services Sector Strategies (Youth & Justice: Women, Family & Child Welfare: Aged Care: and, Culture & Capability).

This pooled approach needs to be led by the community as Government and other agencies have failed to identify, fund or support a community based coordinator to ensure effective, targeted service and program delivery and monitor achievement of outcomes to ensure community and client welfare is improved. This pooled funding methodology is pulling together the many sources of funding to create a position which helps achieve funding specific outcomes whilst achieving the outcomes identified in the Community Service Sector Strategies.

This pooled funding approach is about identifying those services or programs which require community based higher level coordination and facilitation to ensure effective delivery through:

- sharing of resources and assets
- improved communication and facilitation between agencies and services,
- and, a focus on achieving service or program level outcomes that are tied-in with the ‘bigger picture’ outcomes identified within the four Community Service Sector Strategies.

Based on current¹ funding available the proposed pooled funding model looks like this:



¹Current funding might include funding applications still pending

²KAC denotes Kalumburu Aboriginal Corporation (not for profit local membership corporation)

³CFN denotes Community Focus National Ltd (not for profit community sector corporation)

⁴KAC would donate fully furnished accommodation, telephone & internet costs plus private use vehicle