

COMMUNITY DEVELOPMENT

Community Services and Community Support Services

Community services and community support services are provided directly to the community by the council (or by others contracted by council) and are primarily aimed at supporting the local communities vulnerable populations (often grants income funded and 'welfare' focused). Services may include: long day child care, out of school hours care, residential care, retirement villages, homebased community care for older people and people with disability, youth outreach and community transport.

Merging councils will need to identify all the community services currently provided, review/audit service types and locations for accessible, efficient and effective delivery, and establish a suitable spread of quality support services to the community of the new entity.

KEY TASKS:

- 1.0 Collate and review the overall provision of the community support services/community services and programs:
 - Compile details on existing community support services/community services.
 - Combine and analyse the types of services, their distribution, benefits and any gaps in services.
 - Review demographics and community need and identify place management issues.
 - Review each service type, performance and monitoring methods
 - Review funding contracts and associated outputs/services.

- 2.0 Prepare an overall plan for the provision of services for the new entity.
 - Undertake a review of service delivery and levels of service.
 - Commence consultation with stakeholders.
 - Assess ongoing feasibility.
 - Determine services to be provided, model and cost implications.
 - Review revenue / grants strategy and liaise with funding bodies.
 - Determine facilities suitability, assets, plant and equipment requirements.
 - Determine workforce requirements in line with the transition, statutory and policy obligations.
 - Prepare a summary report for approval including full service provision outline, objectives and outcomes, alignment with plans, insurance, costs, revenue strategy, interim staffing structure and service delivery model.

- 3.0 Consolidating services and integrating service provision.
 - Work with human resource department, review division structure and staffing requirements and address staff transmittal matters.
 - Work with the marketing department to determine branding issues.
 - Policy, procedures, OSH requirements to be satisfied.
 - Training requirements identified and managed.
 - Communications and consultation plans reviewed .
 - Performance metrics and reporting requirements developed
 - Plan for the longer term review of individual services and their future management developed.

CONSIDERATIONS:

Type, extent and distribution of services

- What services exist currently?
- Has the extent of the services and target populations and their locations been identified?
- Are there any deficiencies in current service provision?
- Any services surplus to requirements?
- Has the overall status of services been assessed?
- Are there any contracts, leases and licences, or formal agreements involved that need to be reviewed and confirmed?
- What insurances are in place, needed in the future?
- Is the mix of services meeting the population needs and accessibility requirements?
- Has community consultation been maintained and the processes identified including any place management issues?
- Has the new council conducted a risk assessment to ascertain possible obstacles/pitfalls during review and the implementation of changes?
- Have place management approaches been considered?
- What data sets exist for reporting to funding bodies and how can these be streamlined?

For each service type

- Is the service managed and operated by the council or, a Manager under Agreement?
- Is the Manager in place by tender/expression of interest, and the term of Agreement confirmed?
- Have stakeholders and partnerships been identified and liaised with?
- Does the service have a strategic plan, annual operational plan, budget and annual report? If so have these been the basis of analysis, discussion and agreement?
- What is the current status of each service? Does it align with contemporary practice?
- Has the need for improvements/changes to infrastructure or service been identified?
- Are there any future plans in place for the services that need to be taken into account?
- What are the current funding sources of the services and does the service continue to be viable?
- Have all statutory requirements, government and other policy obligations been identified?
- Are there opportunities to re-negotiate/amend funding and other Agreements under the new entity?
- Have data and reporting requirements been revised?
- Have systems been reviewed, such as: human resources strategy, staffing mix and rostering, IT, financial management, fees and charges, grants and reimbursements, debt collection and other systems requiring alignment?
- Has 'customer/client' communication been maintained to provide reassurance on access to services and to receive their input?
- Have residents'/customer Agreements been identified and reviewed