CITY OF WODONGA

NEIGHBOURHOOD HOUSE AND COMMUNITY CENTRE STRATEGIC PLAN

2010 - 2014
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Why we need a strategy

Building stronger communities is a key priority for Wodonga Council. To achieve this, we recognise the important role neighbourhood houses and community centres play as places where people can come together and link into their communities, creating strong neighbourhoods and hot spots of community activity. Neighbourhood houses and community centres provide community connections and lifelong learning opportunities, empowering our residents to enhance their health, social, educational and economic wellbeing. They support local people to become more active, confident and resilient, and form an integral part of the social fabric of the city of Wodonga.

For many years, Wodonga’s Neighbourhood Houses and Community Centres have had a significant impact on community life by providing people with social support and other forms of personal assistance in non-threatening and nurturing environments. They have contributed to social inclusion through the provision of key community activities for residents that range across the lifespan, from playgroup activities through to senior citizens groups. These have helped countless residents manage their daily lives, deal with difficult situations and develop skills and experiences to help them in transition into work, study or other activities.

Wodonga Council is committed to working collaboratively with the neighbourhood house and community centre sector within our municipality. By working together and developing a common strategy, we can achieve a coordinated response to community need, working towards a shared vision to bring local people together and enhance opportunities for communities. Consultation with key stakeholders, funding agencies including the Department of Planning and Community Development and Adult, Community and Further Education, community organisations and other local government areas has informed the identification of the strategic priorities detailed in this strategy.

This Neighbourhood Houses and Community Centres Strategy 2010 – 2014 outlines the priority actions that Council will undertake in collaboration with the sector to enhance our joint capacity to deliver community services into the future. It provides information about:

- What it takes to be a neighbourhood house or community centre in Wodonga;
- How neighbourhood houses and community centres currently operate in our city;
- What the Wodonga community looks like now and into the future;
- Shared vision, mission and value statements that underpin our practice;
- How Council will work with neighbourhood houses and community centres over the next four years to support and empower local communities; and
- How we will monitor the performance of this strategy.

Neighbourhood houses and community centres offer our community potential gateways into life. They are valuable partners in community building efforts. By working together and setting common goals through strategic planning and policy making, we can build stronger, healthier neighbourhoods into the future.
Our current situation

What a neighbourhood house/community centre looks like

Neighbourhood houses and community centres have become integral to our community life. Houses and centres in Wodonga can vary in focus and activities but there are some areas and items in common which are useful to identify. In our municipality, a neighbourhood house and community centre is a locally based community facility which:

- Works to reduce social isolation in the local community and promote a sense of belonging and community spirit;
- Serves as a vital community resource through the provision of a range of programs and services using a community development model;
- Fosters family support, community advancement and adult learning opportunities;
- Is administered by a not-for-profit organisation or local government;
- Provides an integrated range of services to meet the diverse needs of individuals and families; and
- Is acknowledged as being part of the Victorian Neighbourhood House sector membership through local/state networks and the Association of Neighbourhood Houses and Learning Centres (ANHLC).

Wodonga Council also acknowledges the following characteristics as being essential for the operation of a neighbourhood house and community centre.

- It is locally managed/governed by a voluntary committee/board which consists of representatives from local residents and community members and is a legally incorporated association or auspiced by a legally constituted organisation.
- It operates with an ‘open door’ policy where all community members are welcomed and treated equally and with respect.
- It increases life opportunities and pathways to enrich the quality of life in the local community by facilitating the social, cultural, learning and creative development of individuals and their families in either an informal or formal atmosphere.
- It provides information in a supportive and non-threatening environment which encourages self help rather than dependency, and addresses the diverse needs of individuals and families.
- It provides organisational linkages and liaison to other services to ensure neighbourhood houses and community centres are relevant and appropriate within the context of the local service system.
- It encourages cooperative working relationships with other neighbourhood houses and community centres within the city of Wodonga.

Wodonga Council expects that houses and centres can demonstrate how they implement a community development model (*DPCD NHCP Guidelines, 2009 - 2012, p. 18 & 19*) through the practice of the following steps.
• Involving the community and encouraging participation and inclusion, and valuing diversity and difference at all levels of neighbourhood house/community centre operation;
• Identifying community needs and aspirations;
• Determining appropriate community programs, activities and services in response to those needs, ensuring that diversity and difference are valued;
• Partnering with community organisations, businesses, government and philanthropic organisations to secure appropriate funding and support;
• Delivering quality programs, activities and services; and
• Evaluating the effectiveness of all aspects of operations, including programs, practice and governance.

What the Wodonga sector looks like
Currently, there are six neighbourhood houses and community centres in Wodonga (see Figure 2). Council manages three of these centres. It also owns the buildings that accommodate four of the centres with the remaining two operating from independently owned facilities (see Figure 1).

<table>
<thead>
<tr>
<th>House/centre</th>
<th>Location</th>
<th>Facility ownership</th>
<th>Governance structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Birallee Park Neighbourhood House</td>
<td>39 Emerald Avenue Wodonga</td>
<td>Emmanuel Anglican and Uniting Church</td>
<td>Community committee of management</td>
</tr>
<tr>
<td>Trudewind Road Neighbourhood House</td>
<td>Quirk Court Wodonga</td>
<td>Council</td>
<td>Community committee of management</td>
</tr>
<tr>
<td>Bandiana Neighbourhood House</td>
<td>Gaza Barracks Wattle Road, Bandiana</td>
<td>Dep’t of Defence</td>
<td>Community committee of management</td>
</tr>
<tr>
<td>Baranduda Community Centre</td>
<td>3 Sage Court Baranduda</td>
<td>Council</td>
<td>Council managed – community advisory committee</td>
</tr>
<tr>
<td>Felltimber Community Centre</td>
<td>Felltimber Creek Road Wodonga</td>
<td>Council</td>
<td>Council managed – community advisory committee</td>
</tr>
<tr>
<td>Belgrade Avenue Community Centre</td>
<td>Belgrade Avenue Wodonga</td>
<td>Council</td>
<td>Council managed – community advisory committee</td>
</tr>
</tbody>
</table>

Figure 1: Overview of neighbourhood house/community centre sector Wodonga

Together, neighbourhood houses and community centres in Wodonga provide ‘real’ and ‘timely’ community support, adult education and learning activities, social support, community development and civic activities along with children’s services. Programs and activities are developed in response to the needs and concerns of the residents in the immediate locality. In the past, the ‘community’ has been defined primarily, but not exclusively, by the geographical neighbourhood in which the house or centre is located (see Figure 5).
Figure 2: Location of neighbourhood houses/community centres in Wodonga
Wodonga’s six neighbourhood houses and community centres join with 10 other houses and centres from across the region to form the Upper Murray Regional Neighbourhood House Network. The network provides management and operational support, as well as resources, to local houses and centres, and allows committees and staff to contribute to broader community development strategies (see Figure 3). The sector works within a community development framework with a membership-based governance model.

**Upper Murray Regional Neighbourhood House Network:**
*Neighbourhood House Strategic Plan – for the fifteen houses in the region*

- Wodonga
- Wangaratta
- Indigo
- Alpine
- Towong
- Moira

**Wodonga Council: Neighbourhood House and Community Centre Strategic Plan 2010 – 2014**
*Striving for a single mission…… Building community, including everyone, making positive change*

- Trudewind Road NH: Independent Committee of Management
- Birallee Park NH: Independent Committee of Management
- Bandiana NH: Independent Committee of Management
- Baranduda CC: Independent Advisory Committee to Council
- Felltimber CC: Independent Advisory Committee to Council
- Belgrade Ave CC: Independent Advisory Committee to Council

Strategic Plans, Business plans, outcome reports, annual reviews,

*Figure 3: Neighbourhood house/community centre strategic overview Wodonga*
How it all fits together

Many individuals, groups, agencies, government departments and businesses work together within the Wodonga sector. They use a community development framework to provide a quality, living service to our community (see Figure 4). This system of partnerships recognises that together we can bring about greater outcomes for our community in a way that alone we cannot achieve.

![Diagram](Wodonga.png)

**Our partners**
- Funding bodies: DPCP, ACFE
- Individuals
- Organisations
- Other houses/centres
- Volunteers
- Government dep’ts
- Media
- Educational institutions

**Our clients**
- Elderly
- Families
- Church groups
- Men
- Disabled
- Unemployed
- Children
- Youth
- General community
- Defence
- CALD
- Marginalised

**Our suppliers**
- Funding bodies
- General community
- Tutors/trainers
- Housing network
- Government dep’ts
- Wodonga Council
- Volunteers
- Our committees

**Our neighbourhood houses and community centres**
- Birallee Park NH
- Trudewind Road NH
- Bandiana NH
- Baranduda CC
- Felltimber CC
- Belgrade Ave CC

**How we work with our partners**
- Two way communication
- Resource sharing
- Strategic planning
- Group purchasing
- Shared services
- Joint projects
- Combined newsletters
- Peer support

**Our service**
- Playgroups
- Childcare/ occ. care
- MCH services
- Accredited courses
- Tax advice
- Community garden
- Centrelink help
- Volunteer opportunities
- Computer training
- Adult education
- Access to technology
- Venue for meetings
- Counselling services
- Referral to services
- Frozen meals
- Family fun days
- Language courses
- Physical activities
- Art courses

**How we evaluate our service**
- Community consultation
- Participation data
- Anecdotal evidence
- Financial statements
- Repeat business
- Business plan indicators

**What our suppliers provide**
- Funding
- Premises
- Resources
- Networking
- Programs
- Advocacy
- Education
- Support
- Clients
- Training
- Governance
- A vision
- Collective action

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Figure 4: Neighbourhood house/community centre systems view Wodonga
Our responsibilities

The Upper Murray Regional Neighbourhood House Network works across the region to provide:

- Governance and management support to neighbourhood houses and community centres within their network;
- Advice on programs and service development to houses and centres within the network;
- Training and training resources to houses and centres within the network; and
- Capacity building and effective linkages with and between houses/centres and other community organisations at the local and regional level.

Wodonga Council works alongside its partners within the sector to support a vibrant and coordinated community service. To achieve this, Council is responsible for:

- Identifying appropriate sites for proposed neighbourhood houses and community centres based on demographic data and research;
- Actively seeking funding from other agencies to assist with the provision of suitable facilities for proposed houses and centres;
- The design and construction of community hubs and facilities, where appropriate, in accordance with Council policy; and
- Negotiation of lease agreements with houses and centres located in Council owned facilities.

Council also makes funding available to neighbourhood houses and community centres that comply with the following conditions.

- Meet the list of essential characteristics (see page 4).
- Comply with leasing/licensing documents as agreed by Council.
- Submit to Council an annual audited financial statement and, a copy of the ACFE business viability statement;
- Fulfil all statutory obligations relevant to their operations, eg. incorporation requirements, workplace responsibilities, Children’s Services Regulations and ABN & GST registration.
- Address in their business plan the need for the house/centre to have alternative funding options to that provided by Council within or immediately following the relevant funding period.
- Demonstrate the active pursuit of funding opportunities.

Council staff:

- Provide information, resourcing, training and support to neighbourhood houses and community centre committees, boards of management, staff and volunteers as requested;
- Advise and comment on proposed business plans developed by houses and centres as requested;
- Encourage and promote cooperation, resource and information sharing between houses and centres as requested;
- Assist and advise on funding applications and opportunities as required;
• Consult and advise houses and centres on changes to Council policies directly relevant to them;
• Ensure Council officers have knowledge and understanding of the services offered by all neighbourhood houses and community centres within the municipality;
• Ensure the involvement of houses and centres in relevant Council planning and consultation processes; and
• Recognise the role that houses and centres can play to facilitate access to the broader community.

It is the responsibility of **neighbourhood houses and community centres**:

• Encourage and promote co-operation, resource and information sharing between houses and centres, Council and the residents of Wodonga;
• Provide information on programs/services for use by Council’s Customer Service Officers. This will be updated at least annually;
• Meet with Council on a regular basis to promote information sharing;
• Provide relevant information to Council on media articles and positive stories for wider dissemination; and
• Provide copies of annual reports and audited statements, a current list of committee and staff members and a current program of activities to Council, within two months of our Annual General Meeting being held, as part of the annual review process.
Our changing communities

What we look like

We are a growing city

We are one of the state’s fastest growing provincial cities. Over 35,000 people live in Wodonga now, but our population is projected to reach 44,920 by 2021 and 53,600 by 2031.

Geographically, the city includes the neighbourhoods of Belvoir, Wodonga Central, Wodonga East, Federation Park, Martin Park, Melrose, White Box Rise, Rural Balance, North Leneva, Wodonga South and Wodonga West. Nearly all areas within the city of Wodonga are expected to increase in population between 2006 and 2021.

The largest increases in population are expected in Wodonga East, Wodonga West, Rural Balance and White Box Rise, while Belvoir and Melrose are expected to decrease slightly in population. Over the next five to 20 years there will be significant differences in the supply of residential property within Wodonga which will have a major influence in where people live. Large new ‘greenfield’ opportunities have been identified in the growth areas, notably Wodonga East, White Box Rise and Rural Balance (mostly Baranduda). There is also development expected in the longer term in North Leneva and in the shorter term in Wodonga West.

We are community minded

People in Wodonga feel part of their community. Our ‘community connection’ score sits at 73.1 which is higher than the average score for Australians of 70. We enjoy a huge range of community events and celebrations from neighbourhood barbecues to our annual celebration, Carnivale. Our city is serviced by Arts Space Wodonga, Wodonga Civic Centre, the city’s Calendar of Events, theatrical programs of HotHouse Theatre, exhibitions at Creators’ Gallery and lots of community generated activities. What’s more, 93.1% of people living in Wodonga said they could definitely get help from friends, family or neighbours if they needed it. People also recognise the wide range of community and support groups in Wodonga with 82.5% being aware of such groups compared to the regional state average of 73.4%.
We have pockets of disadvantage

We also have communities with high levels of disadvantage. The three most disadvantaged small areas in the Upper Hume Region are all in Wodonga and are included in the most disadvantaged 2% of areas in Victoria. The concentration of disadvantaged areas in cities is associated with higher proportions of people who require community and government services.

The Index of Relative Socio-Economic Disadvantage (IRSED) allows decision makers to identify geographic areas that are relatively disadvantaged. IRSED is derived from ABS 2006 census attributes reflecting disadvantage such as low income, low educational attainment, high unemployment and proportion of work force in relatively unskilled occupations. Data shows that 25% of Wodonga’s total population lives in most disadvantaged areas. Wodonga’s state ranking is 39 out of 80 LGAs; a ranking of 1 is assigned to the most disadvantaged LGA. However, in 2001, our ranking was 13 out of 78 LGAs.

One consequence of socio-economic disadvantage is food insecurity. In Wodonga, 8.3% of people have at times run out of food and could not afford to buy more. This is compared to the state average of 6%. Housing affordability is also a problem for people in Wodonga with 18.9% of households spend more than 30% on housing compared to 16.0% in the Hume Region and the state average of 17.7%.

We are ageing

Wodonga’s population, like most parts of Australia, is ageing. According to statistics, by 2100, the number of people in the 65 plus age group across Australia is expected to increase between two and five times above current numbers. From 2006 statistics, people in the over 60 age group comprised 14.3% of the total Wodonga population. There were 4,672 Wodonga residents in this age group, an overall increase of 856 elderly residents since 2001. Further analysis of the age structure of Wodonga shows that the two largest increases between 2001 and 2006 were in the age groups 50 to 59 (+671 persons) and 60 to 69 (+456 persons). This ageing trend is projected to continue, but at a higher rate as the baby boomers enter old age. Future predictions for Wodonga show that the number of elderly residents will continue to increase to 7,231 by 2021.

We rate highly in some disease groups

The burden of disease measures the gap between current health status and an ideal situation in which everyone lives into old age free of disease and disability. It identifies ‘unfinished’ areas where additional health gain could be made. Statistics identify the leading main disease groups contributing to the burden of disease in Wodonga as:

- Male and female cancer;
- Male cardiovascular;
- Male dementia; and
- Female diabetes.
**We do not eat enough fruit and vegetables**
In 2007, only 51% of females and 33% of males in the Hume Region met the dietary guidelines for fruit of 2 or more serves per day. Worse still, only 12% of females and 5% of males met the recommended vegetable intake of 5 or more servings per day. These percentages were lower than the state average. Out of our children, 23.5% of 3.5 year olds were considered overweight or obese which is consistent with Victoria. However, in Wodonga the percentage of children considered obese, rather than just overweight was 3.2% higher than the rest of Victoria. This is significant.

**We are more likely to have oral health problems**
Children who live in rural and regional areas in Victoria are more likely than those living in metropolitan areas to have had toothache, a filling, dental treatment in hospital under general anaesthetic or a tooth extracted because of a dental problem.

**We lag behind in breastfeeding rates**
While Wodonga's breastfeeding rates are improving, they still lag behind state targets. Based on the 2007/08 figures, the percentage of infants breastfed at 3 months in Wodonga was 52%; 4% lower than the state target. Breastfeeding rates for infants aged 6 months have been raised from 35% in 1999/2000 to 41% in 2007/08. However, these figures remain below the state target of 43%.

**We are still smoking**
Smoking patterns in Wodonga reveal that approximately one in five (19.7%) males are current smokers and 18% of females are smoking daily or occasionally. While these figures are similar to the rest of Victoria, we need to address smoking as the main cause, or a significant cause, of many diseases including cancer and cardiovascular disease.

**We have a high incidence of teenage births**
The number of teenage births in Wodonga from 2000 to 2005 has been consistently higher (0.6% - 2.2%) than the Victorian average. While not all teenage conceptions are unplanned or unwanted, and many teenage parents, and children of teenage parents, report positive experiences, research consistently links teenage motherhood with an increased risk of poor social, economic and health outcomes.

**We need to involve young school leavers**
Young people aged between 15 and 19 who leave school are not as engaged as school leavers from other localities. Fewer numbers of school leavers in Wodonga feel engaged in work or study activities when compared to regional and state averages and more school leavers feel disengaged.

**Our men are more likely to binge drink**
Survey results from 2007 show that the rate of alcohol consumption on a weekly basis, at a level for short-term risk of harm, was significantly higher for males (17.6%) from the region than the rate for females (5.4%). The percentage of male drinkers was higher than the state average of 13.8% while the percentage of female drinkers was lower (6.6%). Females (22%) from the region were significantly more likely than males (12%) to be abstainers (never/no longer consume alcohol).
What this means for the future

Given the diversity of our community, it is important that we have a good understanding of our needs and strengths so we can move confidently into the future. The Wodonga Growth Strategy 2007 uses demographic data to plan for the city’s future growth and development. It outlines where neighbourhood centres will be located into the future in line with Wodonga’s housing development fronts. Neighbourhood centres are planned for:

- White Box Rise (2009+);
- Enterprise Park (2009+);
- Meridian Estate (2015+);
- Killara (2015+);
- North Leneva (2020+); and
- Another centre at Baranduda (2035+).

Figure 5: Location of Wodonga’s neighbourhood centres to 2035+
Our common commitment

Our mission
Building community, including everyone, making positive change

Our vision

Inclusion: To cater for the diverse contributions that people make and to be sensitive to their individual needs.

Vibrancy: To come together in a fun, stimulating and positive group environment to share information, knowledge, skills and life experience.

Innovation: To think outside the box and put into practice processes that are forward thinking, creative and meaningful.

Sustainability: To make decisions and set directions that positively impact on the community long term and can be sustained into the future.

Our values

We value integrity: We build social connections and networks that are based on trust, respect and reciprocal interaction.

We value flexibility: We think flexibly and embrace change.

We value good communication: We form alliances, collaborate and work with individuals, groups, other agencies, government and businesses by practising clear and two way communication.

We value learning: We work to build and support the personal skills, knowledge, abilities and resilience of people in our neighbourhoods.

We value equity: We strive to make accessible to individuals, groups and the community meaningful opportunities, programs, activities and services that promote a fairer distribution of economic resources and power between people.

Our key priorities

Providing governance and leadership: We will continue to sustain and support strong centres and houses that represent our diverse communities.

Understanding our community: We will connect with our communities and empower them to connect with each other.

Working in partnerships: We will seek ways to work cooperatively with others towards strong communication, mutual understandings and shared visions.

Delivering innovative services: We will plan, deliver and evaluate a broad range of accessible, affordable and high quality programs and services
Our key priorities 2010 – 2014

Priority 1: Providing governance and leadership

What we will do in the next four years
1. Enhance the sustainability of centres
2. Provide strong and responsible leadership
3. Implement efficient processes and practices
4. Promote centres and houses within the community

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Actions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enhance the sustainability of centres</td>
<td>Maintain Council funding and support to centres and houses</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Seek appropriate opportunities for joint training and professional development</td>
<td>All / Network</td>
</tr>
<tr>
<td></td>
<td>Establish Memorandums of Understanding with centres and houses</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Develop financial agreements with centres and houses</td>
<td>Council</td>
</tr>
<tr>
<td></td>
<td>Assist where necessary centres and houses in the formulation of business plans</td>
<td>Council / Network/All</td>
</tr>
<tr>
<td></td>
<td>Assist centres and houses with grant submissions when required</td>
<td>Council / Network /All</td>
</tr>
</tbody>
</table>

| Provide strong and responsible leadership | Increase Council advocacy on behalf of centres and houses at state and federal government levels | Council |
| | Provide efficient access to Council services and pathways for referrals and services | Council |

| Implement efficient processes and practices | Develop a neighbourhood house policy | Council |
| | Establish clear policy guidelines and approaches to funding | Council |
| | Continue to integrate centres/houses in Council planning and policy development eg. Council Plan, MPHP, Ageing Well | Council |

| Promote centres and houses within the community | Update Council website and promotional material regularly | Council |
| | Feature course guides for centres and houses in CityLife | Council |
| | Write media releases on activities and events when required. | Council / Network /All |
Priority 2: Understanding our community

What we will do in the next four years

1. Identify existing and emerging community needs
2. Recognise gaps in service delivery
3. Value diversity and inclusion

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<thead>
<tr>
<th>Strategies</th>
<th>Actions</th>
<th>Responsibility</th>
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</table>
| Identify existing and emerging community needs | ● Use a range of formal and informal methods to identify needs  
● Share a formal needs analysis process for use by all Centres if required  
● Gather ID Profile and Community Indicator data to clearly identify needs  
● Use the analysis of available data and information to plan programs/activities that meet identified community trends | ● All  
● Council  
● All  
● All |
| Recognise gaps in service delivery | ● Develop a method of identifying community issues that require further advocacy  
● Strengthen links with relevant advocacy bodies | ● All  
● All |
| Value diversity and inclusion | ● Actively encourage participation by people from culturally and linguistically diverse backgrounds  
● Actively encourage participation by people with disabilities  
● Provide culturally appropriate programs/activities | ● All  
● All  
● All |
Priority 3: Working in partnerships

What we will do in the next four years

1. Increase levels of partnership between Council, centres/houses and the Upper Murray Regional Neighbourhood House Network
2. Increase links between Council and external agencies and businesses
3. Encourage volunteerism

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Actions</th>
<th>Responsibility</th>
</tr>
</thead>
</table>
| Increase levels of partnership between Council, centres/houses and the Upper Murray Regional Neighbourhood House Network | • Identify appropriate Council programs and services where partnerships will strengthen service delivery in centres/houses e.g. early years services, aged services  
  • Seek opportunities for planning and annual joint projects  
  • Maintain Council staff member to liaise between centres/houses and Council  
  • Make regular presentations to councillors  
  • Conduct regular information exchange of centre/house programs at quarterly network meetings | • All  
  • All  
  • Council  
  • All  
  • All |
| Increase links between Council and external agencies and businesses | • Identify advocates outside Council  
  • Identify potential partnerships in response to needs or service gaps  
  • Seek external funding for service gaps from outside sources through submissions and meeting with potential funding bodies  
  • Develop Neighbourhood House Information Pack for potential advocates | • All  
  • All  
  • All  
  • All  
  • All |
| Encourage volunteerism | • Promote the benefits of volunteerism in CityLife and other Council publications  
  • Offer training in specific roles | • Council  
  • All |
Priority 4: Delivering innovative services

What we will do in the next four years

1. Offer a broad range of accessible, affordable high quality programs
2. Promote equal access to centre facilities
3. Assess the effectiveness of our service

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Actions</th>
<th>Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Offer a broad range of accessible, affordable</td>
<td>• Involve community members in the planning of programs and activities</td>
<td>• All</td>
</tr>
<tr>
<td>high quality programs</td>
<td>• Ensure programs/activities are in response to community needs and are</td>
<td>• All</td>
</tr>
<tr>
<td></td>
<td>accessible to all community members</td>
<td></td>
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<tr>
<td></td>
<td>• Use the network to maximise use of existing resources and partnerships,</td>
<td>• All</td>
</tr>
<tr>
<td></td>
<td>and avoid duplication</td>
<td></td>
</tr>
<tr>
<td>Promote equal access to centre facilities</td>
<td>• Support other community organisations by providing resources, such as</td>
<td>• All</td>
</tr>
<tr>
<td></td>
<td>skills, technology, information and use of facilities</td>
<td></td>
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<tr>
<td></td>
<td>• Maintain a fair and equitable booking system</td>
<td>• All</td>
</tr>
<tr>
<td>Assess the effectiveness of our service</td>
<td>• Evaluate the level of community satisfaction with services offered by</td>
<td>• All</td>
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<td></td>
<td>centres and houses using annual satisfaction surveys</td>
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<td>• Collect data around the effectiveness of programs and activities as</td>
<td>• All</td>
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<td>they are completed</td>
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</tbody>
</table>