



Community activity and service delivery models

An overview of
Brotherhood centres

Brotherhood of St Laurence

2010



Brotherhood
of St Laurence

Working for an Australia free of poverty

Published by

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Abbreviations and acronyms

BSL	Brotherhood of St Laurence
CSCYC	Caroline Springs Community Youth Centre
CWLY	Centre for Work and Learning, Yarra
DEEWR	Department of Education, Employment and Workplace Relations
EMC	Ecumenical Migration Centre
EY	Early Years
HIPPY	Home Interaction Program for Parents and Youngsters
ILM	Intermediate labour market
IOW	In and Out of Work
JSA	Job Services Australia
PACTS	Parents as Career Transition Supports
NSCFRC	Napier Street Child and Family Resource Centre
RA	Retirement and Ageing
RTO	Registered training organisation
SC	Sudanese Centre
SEIFA	Socio-economic Indexes for Areas
SWM	Sudanese Welfare Ministry
TSTW	Through School to Work
VCAL	Victorian Certificate of Applied Learning
VET	Vocational Education and Training

1 Introduction

The purpose of this paper is to briefly describe the Brotherhood of St Laurence sites and program clusters that have been identified as active or potential community activity and service delivery centres. Rather than a detailed study of the Brotherhood's centres, the paper discusses in broad terms: how they eventuated, the community context, their aims, outcomes and target populations.

This overview will contribute to our understanding of Brotherhood centres as targeted place-based interventions which seek to apply social inclusion principles in practice.

It sets the scene for further research and appraisal of Brotherhood community activities, services and centres. This future research and monitoring agenda should include:

- documentation of the development activities and processes for the Caroline Springs Community Youth Centre, including stakeholder consultations and engagement with young people in the local area
- a critical review of youth centre models with reference to selected overseas approaches and key success factors in design and operation
- consolidation of existing place-based research into a better integrated research and practice program to systematically develop a Brotherhood approach to place-based, citizen-centred services.

The main audience for this paper is Brotherhood staff. However, it is anticipated that this overview of community activity and service delivery models will be of interest to social service agencies, as well as government and business groups seeking to partner with the third sector in the provision of programs and community centres.

Definitions

Before proceeding with the overview, some definition is required. Community activity and service centres are sometimes referred to as 'hubs'. While only a few Brotherhood sites are named 'hubs', work defining the aims and functions of hubs has a broader relevance to our current and proposed centres.

The Macquarie Dictionary defines a hub firstly as 'the central part of the wheel, as that part into which the spokes are inserted' and secondly as 'the part in a central position around which all else revolves' (Delbridge et al. 1997). Hubs are mentioned in a wide range of contexts—urban design, IT services and community development, to name a few.

Within a community development context, definitions differ. Consultations undertaken as part of a study for the Parramatta City Council defined hubs as:

A conveniently located public place that is recognised and valued in the local community as a gathering place for people and an access point for a wide range of community activities, programs, services and events (Rossiter 2007, p.2).

This gives a sense of hubs as place-based approaches that are embedded in local community. A key component of some of these approaches is ongoing consultation and responding to community priorities. Some hubs target a cohort of the population such as young children and their parents

with a focus on improving participation and outcomes, and collaborative service provision. A BSL report on the Communities for Children initiative defined Early Years hubs as:

welcoming places that respond to family and cultural practices and act as a key mechanism to community engagement. In particular Hubs assist parents with limited resources, or those who are socially isolated, to connect more easily with services that enhance life chances. Early Years Hubs, in particular, draw essential elements from the existing services into a collaborative model and coordinate activities with a common set of objectives and outcome measures. Improving the level of participation of children in early learning programs, removing existing barriers to access and improving the design of programs based on local needs are common indicators of success (Hubs Strategy Group 2007, p.9).

These Australian definitions of hubs may differ from those in other countries such as United Kingdom, which has made a significant contribution to the development of place-based approaches including hubs.

2 Brotherhood Centres

Seven BSL centres, hubs and suites of programs are examined in this paper:

- Frankston's High Street Centre
- Broadmeadows community hubs
- Caroline Springs Community Youth Centre
- Footscray Sudanese Centre
- Clifton Hill residential redevelopment
- Centre for Work and Learning, Yarra
- Atherton Gardens Family and Children's Community Hub.

The remainder of this paper provides a brief description of each hub followed by a conclusion and summary table in the Appendix.

Frankston High Street Centre

The High Street Centre in Frankston was officially opened in June 2008 although Brotherhood and other programs have operated from the manse located on the site since November 2006 (BSL 2009c unpublished). The site, formerly the Wesley Uniting Church complex, has been leased to the BSL for thirty years. Funding for the construction of the new \$3.4 million centre included BSL funding, \$1 million from the state government Community Support Fund, \$630,000 in donations and philanthropic support. Governance of the High Street Centre is undertaken by BSL.

The centre contains three training rooms, interview rooms, meeting rooms, an IT lab, a community training kitchen and kitchen garden, office space and the Nave—a large auditorium with capacity for 150 people. The adjacent building, formerly the manse, has undergone a refurbishment and will be used as a multicultural centre from 2010.

In May 2009 with the anticipated closure of several programs including the Personal Support Programme, planning for the future directions and activities of the Centre was undertaken with the aim of increasing community utilisation of the facilities and to further develop priority areas, including community-based education opportunities.

Context

Frankston City Council is the 8th most disadvantaged local government area on the SEIFA Index of Relative Socio-Economic Disadvantage. One-fifth of families are sole parents, some 40 per cent of young people aged 20–24 have a below Year 12 attainment, and in 2006, 22 per cent of 15–19 year olds were not engaged in school or work activities, compared with the state average of 15 per cent (BSL 2009e unpublished). An environmental scan indicated the need for services to support the education and employment of young people.

Aims

In May 2009, a draft vision statement was formulated:

The High Street Centre exists to improve the social and economic participation of members of the Frankston and Mornington Peninsula communities, with a focus on offering access to learning and earning assistance for young people.

The centre would involve the:

- provision of opportunities for social, cultural and recreational activities
- availability of meeting space for community groups
- utilisation of practice experience and client connections to give a voice to the community
- provision of targeted and well-integrated programs of assistance to vulnerable members of the community (BSL 2009b unpublished).

Target population and BSL transition¹

The High Street Centre's target population is Frankston and Mornington Peninsula community members, with an emphasis on young people and the Through School to Work transition.

Core activities

The core activities for the High Street Centre include:

- Peninsula Youth Connections, a program that targets young people who are most at risk of disengaging from education or training in order to support them to attain Year 12 or equivalent and to make a successful transition through education and onto further education, training or work
- High Street Education and Support Project (Community VCAL), an integrated, flexible, community-based education program to meet the literacy and numeracy and personal development needs of disadvantaged young people in Frankston
- Other educational courses:
 - a re-engagement education program for young people struggling to stay in mainstream education.
 - Certificate III in Children's Services, and Certificate II (2010) and Certificate III (2011) Hospitality (Kitchen Operations) to be offered for VCAL participants.

¹ The four life transitions in the BSL's strategy plan are the Early Years, Through School to Work, In and Out of work and Retirement and Ageing.

- Parents as Career Transition Supports (PACTS) to be continued via train the trainer workshops and referral of parents to programs in the area.
- Financial programs including Progress Loans, No Interest Loans, Saver Plus (a matched savings program for education purposes) and Money Minded (a financial literacy program).
- Hire of facilities by community groups
- Co-location of the New Hope organisation offering settlement support for newly arrived refugees.

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Broadmeadows community hubs

Since 2006, BSL has collaborated with other agencies and schools to establish four community hubs for the early years in Broadmeadows. BSL does not operate the hubs but has contributed through project work to develop networks and support schools to deliver activities in support of child development. These hubs are part of the federal Communities for Children program.

Context

The population of the statistical local area of Broadmeadows is relatively young with 27 per cent under 18 years of age and 7 per cent under five at the time of the 2006 Census. Some 37.5 per cent of residents were born overseas. Broadmeadows is located within Hume City, the local government area ranked fourth most disadvantaged on the SEIFA index of disadvantage for Melbourne (Hume City 2010).

Aims

The Broadmeadows hubs aim to:

- adopt a holistic view of the child, cognisant of the context in which they live e.g. family, community, social, economic and cultural environments
- employ prevention and early intervention strategies, working with the children most in need while giving attention to all children using universal approaches
- focus on early life transitions such as birth and getting ready for school, and build links to services for older children
- work in partnership with the community and other stakeholders to address local needs to better coordinate and add value to local services.

The Broadmeadows community hubs project objectives for 2009–10 are to:

- build networks and work together in partnership with the community, other stakeholders and the Education Department to provide better services
- identify community-driven goals and strategies that respond to locally identified interests and needs
- engage the local community and increase information access by holding activities at each site that respond to local needs
- skill and train community facilitators employed at each site
- develop and publish a report outlining best practice (BSL 2009a unpublished).

Target population and BSL transition

The target population is children and young families. The main transition targeted by the Broadmeadows hubs is the Early Years, but the Through School to Work and In and Out of Work transitions are also of relevance.

Core activities

BSL has supported hubs at four sites: Lahinch Street (2006–07), Coolaroo (2007–09), Broadmeadows Valley Primary School (ongoing involvement) and Campbellfield (ongoing involvement).

BSL involvement is at a strategic level:

- developing local networks
- identifying and responding to local needs
- training community facilitators
- developing best practice and publishing reports (Hubs Strategy Group 2007; Hubs Strategy Group 2009).

It is not responsible for the delivery of hub activities, which include playgroups; English language classes; parenting sessions; maternal and child health visits; bilingual story times; jewellery making, craft and cooking activities; and engaging parents and children in the celebration of events such as Harmony Day, National Playgroup Day and Universal Children’s Day.

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Caroline Springs Community Youth Centre

The Caroline Springs Community Youth Centre (CSCYC) is still in the planning stages both in terms of the facilities design and development of an operational model. The CSCYC is to be located on the corner of Commercial Road and Caroline Springs Boulevard and the building works are scheduled to be complete by mid 2011. This Hub is a partnership between BSL and the Caroline Springs Anglican Church as part of the Anglican Diocese of Melbourne but planning is occurring in association with other stakeholders such as the Commonwealth, Victorian and Melton governments, Lend Lease, Delfin and community service agencies.

Context

Caroline Springs is a relatively new suburb opened up by developers in 1999 with a young and growing population. Most households have large mortgages, and more than one car, and many people work outside Melton shire. The population is culturally diverse, with one-third born overseas and 28 per cent from a non-English speaking background. Department of Sustainability and Environment projections indicate that by 2016 there will be significant populations of 0–14 (25,000) and 15–25 year olds (14,000) (Couche 2009 unpublished, pp.2–3). The agreed priority through consultations is social services for young people, with an emphasis on prevention of disengagement and exclusion.

Aims

CSCYC's stated aims are to:

- Provide an attractive, accessible, safe and flexible large community 'gathering' space that can be configured as a community hall, multi-media centre, meeting rooms, performance and exhibition space for regular and well-supported community use (Visible Presence).
- Provide the western region of Melbourne with a 'Youth Voice' that informs regional networks about the issues that are impacting on young people from a young person's perspective, by providing peer youth researchers who consult with young people about their views of local community issues.
- Work in active and close partnership with local schools and support services in the area to address the needs of at risk young people in the 12–19 age group in relation to a program of arts activities, school support and complementary education and training to enhance skill development and pathways to employment (Special Focus on Connecting Youth and Families).
- Develop sustainable training, business development and social enterprise capacity in close collaboration with tertiary institutions, other registered training organisations and businesses in the area that provides mentoring, accredited training, work experience and employment for youth making the transition into the workforce (Mentoring, Training and Enterprise Program)' (BSL 2009d unpublished).

Target population and BSL transition

CSCYC targets young people and families, focusing on BSL's Tough School to Work (TSTW) transition.

Core activities

Core activities may include:

- a resource centre that utilises multi-media and provides access to computers and the Internet. The resource centre will provide information on education, training and employment, as well as link young people to support services
- co-location of shire youth workers and other NGO service organisations
- mentoring provided by retirees, with skills development opportunities for young people at the local retirement village
- community-based learning options through BSL Community VCAL and post-compulsory years training through VET taster programs provided at the Hub by Victoria University
- training, work experience and employment opportunities in building, construction and horticulture through DELFIN and Lend Lease. Further opportunities will be available through the 'Clean Up' Graffiti social enterprise. Arts-based activities and training such as film making will be offered, with fashion design courses linked with Hunter Gatherer (the BSL's vintage clothing store). Finally Youth Voice will offer opportunities to participate in a social research program.

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Footscray Sudanese Centre

The Sudanese Centre is located in a hall at St John's Anglican Parish in Footscray with entrances on Paisley and Picket streets. The Brotherhood commenced working with the Centre, previously managed by the parish, in 2009, and has now developed a governance model in which both the BSL and the local parish share responsibility for the centre. BSL involvement occurs as part of the Parish Partnerships Project, a BSL initiative to develop new ways of working with Anglican parishes and facilitating volunteer involvement. Formerly known as the Sudanese Welfare Ministry, the Sudanese Centre opened under its new name in February 2010 with significant building restoration works scheduled.

Context

St John's Anglican Parish has historically supported new migrants to Footscray. Circa 1999, the parish received requests for support and advice from the growing Sudanese community. The Sudanese Welfare Ministry (SWM) was established in July 2005, with clients coming from beyond the Footscray area and using St John's as a gathering place. As of December 2008 eight staff were employed at 92 hours, or the equivalent of 2.4 full-time workers. There was a Committee of Management associated with the Parish of Footscray, with key positions filled by laypersons from other Melbourne Anglican parishes and with representation by key SWM staff, Fr. Don Edgar

(former St John's Parish Priest) and Judy Bainbridge (Office Manager). Core activities² of SWM included:

- material aid (e.g. furniture, clothes) and some housing for men provided in the former vicarage
- a homework program for upper-secondary and TAFE students run by Volunteer West
- women's English classes operated by a volunteer network from Geelong; with childminding for attendees operated by St Marks Anglican Parish, Camberwell and Camberwell Girls Grammar School and other local volunteers
- English tutoring for men, run by a volunteer teacher employed at Mowbray College and St Marks Anglican Parish
- preparation of curriculum vitae
- community lunches following English classes
- visits, support and referral from staff of the Footscray Legal Centre, Centrelink and Western Region Health Service and other community agencies e.g. settlement support.

A study of SWM conducted by BSL in 2009 found that the local Sudanese community members had generally lived in Australia for several years and so were no longer eligible for settlement support (Gartland 2009 unpublished). Inadequate funding, the physical condition of the buildings and reliance on volunteers were further issues in relation to the sustainability of the service.

The study recommended redevelopment of the model from 'crisis' to a community development / capacity building model. Under a new partnership between the BSL and parish, work is underway to engage the community in planning for the future. The aim is for the Centre to develop so that it is run by and for the Sudanese Community. Some \$450,000 (from the state government Community Support Fund and Maribyrnong City Council) has been granted for renovation so the halls can be utilised by the community.

Aims

The Centre has a vision statement rather than aims. This is for:

- a centre that can be run by and for the Sudanese community
- activities based on community needs and views
- increased individual and community capacity
- leadership capacity within the community
- creating an environment that is welcoming for young people (Gartland 2009 unpublished).

Target population and BSL transition

SC's target population is the broader Sudanese community. As part of the Parish Partnerships Project, SC is not identified with a single life stage, but rather with the BSL's cross-cutting theme of Refugees, Immigration and Multiculturalism.

² The River Nile Learning Centre also operated at the St John's site but is a separate entity to the former SWM.

Core activities

The following foundational activities were proposed in the 2009 study:

Employment

- Operate Given the Chance (mentoring program) and provide work experience opportunities
- Offer traineeships with assistance from the Brotherhood's registered training organisation and social enterprises e.g. traineeships in cleaning, construction, retrofitting, recycling, cleaning, cooking
- Develop relationships and referral with New Hope Foundation, AMES Settlement Services and eastern and central African communities in Victoria in relation to employment support
- Develop a referral process with Job Service Australia agencies.

Literacy

- Develop a relationship with local employers (e.g. Smorgon Meats) and explore the possibility of onsite language classes
- Form agreements with churches and schools to fund English language and employment support activities.

Legal and financial support

- Offer the Footscray Community Legal Centre an outreach location for tenancy, legal and financial advice services
- Offer financial literacy support using the DVD for Sudanese arrivals, *Making sense of money*.

Parish partnerships

- Partner with St John's parish and local Anglican parishes to share volunteer resources and ideas
- Develop community strengthening programs
- Develop work plans in conjunction with the Sudanese community and the Western Region of the Anglican Diocese of Melbourne
- Investigate other models of spiritual support for communities.

Contact

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Clifton Hill residential redevelopment

The 43-bed hostel now known as Sambell Lodge was built in 1980 on the original site of St Andrew's Church, Clifton Hill, opposite Darling Gardens. Sambell Lodge currently provides low-care accommodation. In 2010, plans to redevelop the site are at the concept stage, with future governance to be provided externally.

Context

Land belonging to the Anglican Church has been purchased by the BSL for the development and extension of the current Clifton Hill site. While the suburb is not a particularly disadvantaged area, the redevelopment occurs within the context of an ageing Australian population facing challenges relating to employment, retirement, social activity, affordable accommodation, care and the ability to remain at home.

Aims

Still in the concept stage, the Clifton Hill redevelopment has broad and aspirational aims, seeking to provide an innovative model that responds to the challenges of ageing and retirement and helps people live the kind of life that they value in 'the second fifty years'. The redevelopment will address issues of affordable housing, employment and training needs, financial and social inclusion of older Australians.

Target population and BSL transition

The target population is persons aged 55 plus and the relevant transition is Retirement and Ageing.

Core activities

A tour of similar initiatives in the United Kingdom and Europe has been made in April 2010 to further develop the model. The eventual core activities of the development will likely include:

- providing low-cost housing for those aged 55 plus, designed to universal standards that allows 'ageing in place' outside an institutional context. For example, this might include independent housing units where people can have guests stay and pets, and receive at-home (low, high and palliative) care services as needed
- assisting people to obtain local mainstream employment and using Intermediate Labour Markets, social or community enterprises to link people with training and work experience
- fostering social engagement between residents and the Clifton Hill community. For example, this might occur with local schools and community centres, through public access to the development's facilities and activities in the surrounding parklands
- providing information and training venues which address issues of ongoing learning and financial inclusion for older people
- collaborating with the City of Yarra to ensure neighbourhood engagement and resources.

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Centre for Work and Learning, Yarra

The Centre for Work and Learning (CWLY) is a three-year demonstration project jointly funded by BSL and the Innovation Fund of the Department of Education, Employment and Workplace Relations (DEEWR). CWLY is being delivered by a partnership led by BSL, other partners including the Office of Housing, Commonwealth-funded Job Services Australia (JSA) providers, DEEWR, Centrelink, AMES, InfoXchange, and other health and welfare services in the City of Yarra. Funding commenced in July 2009 and the centre opened in February 2010 at 121 Brunswick Street, Fitzroy.

Context

This innovation project resulted from analysis that the universal employment assistance services too often fail to penetrate neighbourhoods with high levels of joblessness and exclusion. Thus, earnings from work represented the main source of income for only 14 per cent of public housing tenants registered with Yarra Employment Services, Collingwood. A Senior Customer Service Advisor at Yarra Centrelink observed: 'Most of my customers with multiple and complex barriers [to employment] are in public housing' (Lam 2009 unpublished, p. 7).' The new CWLY project was designed to trial a better integrated model of assistance that incorporates recent learning from BSL experience of holistic, client-centred approaches.

Aims

CWLY's aims are stated below:

- Engage public housing tenants by finding out who they are and what they need to achieve social and economic inclusion
- Recruit residents to work for CWLY as community liaison officers, embed communication about the Centre in new tenant induction and Office of Housing communications, work with partner agencies and JSA providers to identify clients
- Offer customer-friendly advice and support and advice about employment opportunities, job-relevant training, personal development and other social and community services
- Work with employers in the City of Yarra to identify traineeship opportunities and local jobs for local people
- Undertake systematic skills and support needs analysis by closely working with WISE, Sarina Russo, Hanover, Melbourne Citymission and other JSA providers
- Develop and deliver a range of training, adult basic skills and personal development training that matches client needs with employers' skill requirements
- Place and support clients in jobs with in-work support from BSL group training and CWLY staff
- Identify and train City of Yarra residents and workers to mentor CWLY clients
- Identify unpaid work experience placement opportunities in workplaces, BSL and other social enterprises (Lam 2009 unpublished, p.7).

Target population and transition

The target population for CWLY is adult public housing tenants living in the City of Yarra who are unemployed or underemployed. This includes Newstart and Youth Allowance recipients (with

priority given to Streams 3 and 4³), Parent Payment recipients with pre-school age children, and people on the Disability Support Pension. Operations relate to BSL's In and Out of Work transition.

Core activities

The centre will over three years:

- provide information and advice to approximately 2700 public housing residents using the Intranet, resident communications, the BSL Community Contact Service (information service for public housing tenants), letterbox drops and Centrelink
- offer short non-vocational training on topics such as managing money, health, wellbeing work options and pay
- deliver work readiness training in courses of 40 and 160 hours, the latter including the Australian Apprenticeship Access Program
- provide registered training at Certificate I–III levels
- create 360 traineeships and sustain 200 highly disadvantaged people in work for three months in social enterprises and with BSL partners.
- offer 1000 places in short, medium and long-term personal development and training.
- train and match 90 community mentors with clients
- place 240 people in unpaid work experience, including 90 in community development projects located at housing estates. Host organisations will include BSL and partners and City of Yarra employers (Lam 2009 unpublished, p.7 and Attachment 5).

Funding for this project includes core resources for a range of evaluation activities to capture the learning from this model and measure the benefits for participants.

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³ Streams 3 and 4 are the more disadvantaged groups in the Job Services Australia system introduced in July 2009.

Atherton Gardens Family and Children's Community Hub

In 2003, BSL collaborated with the City of Yarra and Broadmeadows UnitingCare on a proposal for a multi-function Child and Family Services Hub. After refinement of the proposal, completion of a feasibility study and discussions with the Victorian Office of Housing, it was decided that the hub would be located on the corner of Brunswick and Condell streets on the Atherton Gardens public housing estate. Each of the partners undertook to contribute \$700,000 to the project, with additional funds being sought from the state Department for Education and Early Childhood development as well as the Commonwealth Government. The Office of Housing has agreed to build a multi-storey building including 140 units of housing, the Child and Family Services Hub and retail shops. In return for the partners' financial contribution, the Hub will be provided through a 40-year peppercorn lease. The Hub will be governed by a new legal entity, established by the three community partner organisations. BSL programs to move to the Hub include the Ecumenical Migration Centre's (EMC) family services team, Home Interaction Program for Parents and Youngsters (HIPPY) and services of the Napier Street Child and Family Resource Centre (NSCFRC)⁴ (Cheshire 2009 unpublished).

Context

In 2003 Atherton Gardens had 185 children aged under six living on the estate with only 28 pre-school places and a total of 80 long day care places. Places for children aged under three were insufficient and NSCFRC had limited capacity to provide occasional care.

Cognisant of the shortfall in early childhood education places, the high level of disadvantage experienced by residents on the estate and the importance of the early years of life to child development, BSL staff and community partners proposed the Hub. It is grounded in an evidence base indicating the benefits of integrated services in relation to community access, affordability and responsiveness.

Aims

The aims of the Hub are to:

- provide co-located and integrated services for children and families to increase their accessibility and take a more holistic, joined up approach
- enhance the level of local understanding about child and family needs
- create a platform for new service responses that bridge the gap between services and provide better outcomes for children and families.

Target population

The target populations are children and young families. The main transition targeted by the Hubs is the Early Years, but the Through School to Work and In and Out of Work transitions are also of relevance.

⁴ The Napier Street Child and Family Resource Centre is already regarded as something of a hub. It has co-located services, community access to child care, workers across programs who coordinate with each other, and refer parents to other services. NSCFRC often provides a neutral space for community meetings. Given that NSCFRC is moving to the Atherton Gardens Family and Children's Community Hub, it is discussed in the context of this new Hub. However, some of the earlier history of the centre is documented elsewhere, for example by Boese et al. (2008).

Core activities

The new Hub will offer the following:

Relocated BSL services

- NSCFRC programs (e.g. occasional child care, refugee child outreach support service, homework and breakfast programs, other community development work)
- HIPPY (an early childhood enrichment program for parents and preschool children)
- EMC family services and relationship counselling services

New services

- A 118-place childcare centre
- Early childhood education services
- Maternal and child health, and early intervention services

There is also potential for the Hub to house playgroups, activities for parents and families, meeting space and paediatric services.

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3 Conclusion

This paper provides a brief overview of seven community activity and service delivery centres operated by the Brotherhood. Each centre is embedded in, and seeks to address, the needs of people living in specific geographical areas with a focus on one or more life transitions, such as the early years or retirement and ageing. A summary table of these centres is provided in the Appendix.

These centres are a significant and growing component of the Brotherhood's work in applying social inclusion principles in practice as part of place-based activities. This mapping exercise is an initial step in our commitment to undertake deeper inquiry and assessment of these approaches drawing on our own experience, best practice models elsewhere in Australia and overseas.

It will be important to document our own experiences in this emerging area, but equally we should learn from others through research that asks: what are the key ingredients in operating effective, responsive and high quality client-centred hubs that may be replicated in Australia?

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Appendix: Summary table of BSL Hubs

Hub	Status	Governance	Aims	Target population	Main transition	Core activities
Frankston High Street Centre	Operational	BSL	<p>Improve the social & economic participation of members of the Frankston & Mornington Peninsula communities</p> <p>Offer access to learning and earning assistance for young people</p> <p>Provide social, cultural & recreational activities, & meeting space</p> <p>Use experience & client connections to give voice to community</p> <p>Provide a targeted & well-integrated program of assistance to the vulnerable</p>	Youth, Frankston & Mornington Peninsula community	TSTW	<p>Peninsula Youth Connections</p> <p>High Street Education Support Project (Community VCAL)</p> <p>VET courses</p> <p>PACTS workshops & referral</p> <p>Financial programs (Money Minded, Saver Plus, Progress Loans etc.)</p> <p>Hire facilities for use by community groups</p>
Broadmeadows community hubs	Operational	BSL as a partner	<p>Adopt a holistic view of the child & his/her environment</p> <p>Employ prevention & early intervention strategies</p> <p>Address needs relating to early life transitions</p> <p>Partner with community stakeholders to address local needs & improve services</p>	Pre-school children & families	EY	<p>Build community networks</p> <p>Identify & respond to community needs</p> <p>Engage the local community e.g. through activities</p> <p>Skill & train facilitators</p> <p>Develop best practice & publish report</p>
Caroline Springs Community Youth Centre	Model development & facility design stage	PPP	<p>Provide a community gathering place</p> <p>Provide a 'youth voice' for the western region of Melbourne</p> <p>Work in partnership with schools to support at-risk young people</p> <p>Develop training, business development & social enterprise capacity</p>	Young people & families	TSTW	<p>Multi-media resource centre with a focus on education, training & employment</p> <p>Co-location of youth workers & community service organisations</p> <p>Mentoring program with retirement village residents</p> <p>Alternative learning options (VCAL, VET Taster)</p> <p>Training, work experience & employment opportunities</p>
Footscray Sudanese Centre	Operational (BSL involvement since July 2009) Partnership governance model: BSL and parish	PPP	<p>Manage Centre run for & by the Sudanese community</p> <p>Offer activities based on communities needs & views</p> <p>Increase individual & community capacity</p> <p>Create a welcoming environment for young people</p>	Sudanese community	RIM	<p>Employment programs, e.g. Given the Chance, traineeships through RTO, referral, agency links</p> <p>Parish-funded & workplace-located literacy programs</p> <p>Legal & financial support through Footscray Legal Service & financial literacy DVD</p> <p>Partnering with local parishes, the Melbourne Diocese & broader Sudanese community</p> <p>Community strengthening programs, and investigation of spiritual support models</p>

Hub	Status	Governance	Aims	Target population	Main transition	Core activities
Clifton Hill redevelopment	Concept stage	External	Identify an innovative model that responds to the challenges of the second 50 years, i.e. employment, training and retirement, social and financial inclusion, affordable accommodation & care at home	Aged care residents, local community	R&A	Conduct study tour of Europe & develop the model which may include: <ul style="list-style-type: none"> – low cost, independent housing for those aged 55+ with in-home care as needed – assisting people with information, training venues, mainstream employment & employment through ILMs e.g. social/community enterprise – fostering social engagement between residents & the broader community.
Centre for Work & Learning, Yarra	Opened February 2010	BSL as lead with government & NGO partners	Engage public housing tenants, offer advice & support about training, employment & local services Recruit residents to work as Community Liaison Officers Work with local employers to identify work experience placements, traineeships & jobs Provide in-work support to employees through a mentoring program Undertake a support needs analysis & deliver a range of training	Adult public housing tenants, City of Yarra	IOW	Provide information & advice to public housing residents Offer short non-vocational training courses (e.g. Money Minded) & work readiness courses Provide registered training at Certificate I–III level Train & match community mentors with clients Provide work experience & create traineeships
Atherton Gardens Child & Family Services Hub	In development	New legal entity. BSL as partner with Broadmeadows UnitingCare & City of Yarra.	Provide co-located, integrated services for children & families Enhance local understanding of child & family needs Create a platform for new service responses that bridge the gap between services & provide better outcomes for children & families	Children and families	EY	Relocated BSL departments/programs: NSCFRC, HIPPY, EMC Family Services & relationships counselling New 118 place childcare centre, with co-located early childhood education, maternal childhood & early intervention services

Key: EY – Early Years; TSTW – Through School to Work; IOW – In and Out of Work; R&A – Retirement and Ageing; RIM –Refugees, Immigration and Multiculturalism; PPP – Parish Partnerships Project