

CITYCARE

LOCAL ACTIVITY PLANNING GUIDELINES



YOUTH | CHILDREN & FAMILIES | WOMEN

...healthy families and safe, inclusive communities.

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Introduction

CityCare Australia seeks the flourishing of the cities we call home.

We are one expression of our church's mission *engaging our local communities with the desire to see healthy individuals, families and communities.*

Our programs and partnerships – for Youth, Children & Families, and Women – in local communities, aim to empower the next generation, foster healthy families, and create safe, inclusive communities.

CityCare's national Programs are research-based and designed to comprise of *Activities* that each deliver key *Outputs*, which contribute to the overall Program *Outcome*.

Each 'Activity Summary' includes an overview of this program logic, outlining the key deliverables and indicators.

PROGRAM ACTIVITIES >> KEY OUTPUTS >> PROGRAM OUTCOMES

These guidelines are designed to support local CityCare teams determine the Activity mix in their local context.

CityCare's values of empowerment, partnership, accountability, leadership, quality and effectiveness are expressed in our application of a [Program Management Cycle](#).

This process of Activity planning is part of the **DESIGN & PLANNING** stage, specifically:

- 1.4 Local needs analysis and service mapping
- 1.5 Local Stakeholder engagement and relationship building

It is important to note that this is not a neat, linear process but rather a set of key considerations for understanding your local community and proposing a relevant, achievable, and impactful activity plan for your location(s).

Your local Activity Plan will emerge through considering:

- I. **NEED:** Is there a need for the proposed Program Activities in the local community?
- II. **DEMAND:** Can you ensure participant referrals into and from the Activity?
- III. **OUTCOMES:** How can you prioritise meaningful program outcomes with targeted groups, rather than a thin spread of activity?
- IV. **INTERNAL STAKEHOLDERS:** How will you collaborate? How will you recruit volunteers?
- V. **EXTERNAL STAKEHOLDERS:** How will you identify participants? How will you partner?
- VI. **PARTNERSHIPS:** How can you maximise the quality and effectiveness of your partnerships?

It is recommended that local CityCare teams have read through and understand the Activity Summaries and Process Maps for all CityCare Programs.

I. Community Needs & Target Groups

IS THERE A NEED FOR THE PROGRAM / ACTIVITY IN THE PROPOSED LOCATION?

Through a combination of desk-based research and talking to stakeholders, seek to answer the following questions, to help prioritise programs and identify key stakeholders.

➤ WHAT'S GOING ON IN THE COMMUNITY? WHAT ARE THE KEY SOCIAL CHALLENGES? (In the surrounding 15 km around the church location)

- COMMUNITY MAPPING:
 - Where are the gathering places? In what locations do people in the community naturally meet or hang out?
 - Are there any known “hot spots” i.e. parts of a suburb considered dangerous; high drug or crime activity, etc.?
 - Are there a high number of single parent families (*Playgroup*), low-income families, low employment?
 - Is there a significant refugee population?
 - Is there government housing in the community?
 - Have you driven through, or virtually mapped, the neighbourhood?

- RESEARCH: What's the evidence?
 - Disadvantage e.g. [the most disadvantaged parts of Australia](#)
 - Crime rates <http://www.crimestats.aic.gov.au/>
 - Australia Bureau of Statistics data by region <https://dbr.abs.gov.au>
 - What's making the local news?

- RELATIONSHIPS: Who can you ask?
 - Local Council, Police, reputable not-for-profits, church leaders, school leadership, businesses, etc.
 - Who are the local leaders?
 - Indigenous leaders
 - Faith leaders
 - Other

LOCAL COUNCIL

Every council has a plan for their area, where they have looked at what the needs in the community are and what makes up their city.

For example, the Hills area in Sydney, NSW has a high percentage of youth, therefore they developed an initiative called Youth Army, which CityCare was a part of.

On the website of your local council look up their **Community Strategic Plan**, it may also be called their Engagement Strategy, Social Plan, or Strategic Plan. You could also call your local council and speak to the person responsible for the community strategic plan. They can also let you know all the inter agencies that happen in the area.

While you're at it, ask about any **Disaster Response Committee** that we could potentially be a part of or support.

➤ **WHO ARE THE VULNERABLE GROUPS?**

Who is your target group for the proposed program activity?

YOUTH – *which young people?*

- Under-resourced schools
- Disability
- Culturally and linguistically diverse
- Refugee or First Nations young people
- Local Council or Police concerns related to young people?
- Key transition stages e.g. 10-14yrs moving from primary to secondary school; 15-17yrs increased focus on academic performance, pressure to experiment with drugs/alcohol, heightened sexual activity.

You can use the **MySchool website** to explore relevant education data for schools in your community, for example:

- Index of community socio-educational advantage
- Attendance rate
- NAPLAN results
- Indigenous / CALD

CHILDREN & FAMILIES – *which families?*

- Living on social security
- One-parent households
- Part time employed
- Those living with, or caring for a child with a disability
- Born overseas; culturally & linguistically diverse
- Refugee or asylum seeker families
- First Nations families
- Renters (compared to homeowners)

WOMEN, as above plus:

- DFV survivors
- Crisis pregnancy or young mums

II. Service-mapping & Referrals

CAN YOU ENSURE PARTICIPANT REFERRALS INTO AND FROM THE ACTIVITY?

➤ WHO IS WORKING WITH THE PROPOSED TARGET GROUP ALREADY?

- **Are there any local state high schools that are under-resourced or with a high proportion of vulnerable young people?**

Refer back to Vulnerable Groups – YOUTH section.

Is the school already receiving a range of services and programs?

- **Is there potential for duplication? Is there potential for partnership?**

Examples:

- *Playgroup*: Is there already a playgroup in the suburb? Can you partner with them?
- *Food Relief*: Is there already a food bank or pantry in the suburb? Can you partner with them?

- **Is there a Community Hub?**

Community Hubs are centres usually run by one primary Community Service Organisation

Example: Mission Australia, where a number of different organisations operate and offer multiple services or programs, making it easy for community members to access services in one place. CityCare may be able to collaborate and offer programs from an existing Community Hub.

Examples:

- [Mission Australia Community Youth Support Service, Hornsby](#)
- communityhubs.org.au/hubs/

- **Have you identified a key local community services directory?**

What services are already offered in the community?

Examples:

- [Brimbank Youth Services Directory](#)
- [HSNet](#)
- [Orange Door VIC](#)

- **Who can refer participants to planned CityCare program activities?**

Examples:

- A Maternal Health Service referring to Playgroup
- A Family Services Agency

More detail provided in the 'External Stakeholders' section of this document.

➤ WHAT LOCAL SERVICES CAN YOU REFER PARTICIPANTS TO?

What services will be most relevant to them?

- Ensure all team members have access to a crisis phone list (local & national hotlines).
- How are lists of services easily accessed by staff/key volunteers, to provide info to participants as needed?
 - General services: food relief, mental health support, housing services, etc.
 - Specific services: what services are relevant to the specific group?
Example: [Playgroup Local Referral Services Example](#)
- For all Activities engaging women, is DFV support information made available?
- For all school-based activity, all referrals are to go through school staff (still report these in the CityCare Activity Reports).

III. Activity Engagement Levels & Pathways

HOW CAN YOU PRIORITISE MEANINGFUL PROGRAM OUTCOMES WITH TARGETED GROUPS, RATHER THAN A THIN SPREAD OF ACTIVITY?

Each Program Activity engages participants at levels of varying depth, which is usually linked to the depth of significance of the desired outcomes, or the level of positive change.

When planning your activity mix and when engaging Partners:

- **Are you prioritising deeper engagement activities (i.e. at the pointy end of the pyramid)?**
Aiming for *transformational* not transactional.
- **How do you plan to include more than one Activity per School/Partner?**
- **Is there a pathway to other CityCare activities?**
(These depend on your target group and partner school/organisation)

IV. Internal Stakeholders

HOW WILL YOU COLLABORATE? HOW WILL YOU RECRUIT VOLUNTEERS?

Key internal stakeholder considerations...

- **CITYCARE TEAM**
 - In what program or activity areas, do the local team (staff and volunteers) have skill and strength?
 - Play to your strengths. Every team member is not expected to work across every activity.
- **STATE AND CAMPUS PASTORS**
 - Have you met with them?
 - How engaged are they?
 - Have you discussed:
 - CityCare's organisational approach and programming strategy?
CityCare Overview content to draw upon is available [here](#).
 - What are their priority and passion areas?
 - Current activity, key partnerships
 - Planned activity and key timelines – both campaigns & programs including specifics of each activity
 - Desired activity – areas of need and/or potential and volunteer requirements to be able to do more
 - Ideas for growing CityCare awareness and volunteer recruitment e.g. engaging Connect Groups, age groups, MC spots with specific volunteer needs, Campus CityCare Info Nights
 - How can you best utilise moments in State and Campus meetings?
- **DEPARTMENT LEADS - Kids, Youth, Pastoral Care, Creative team, Events**
 - What is the need for collaboration for current activity?
 - What is the need for collaboration for planned or desired activity or training?

- Ideas for growing CityCare awareness and volunteer recruitment e.g. engaging Connect Groups, age groups, CityCare Info Nights

- **LOCAL COMMUNICATIONS team**
 - Are there ways you can encourage more engagement with CityCare with the local Communications team? The preference is to encourage reposting and utilising existing CityCare content that campuses may not know is there.
 - Is there a state oversight for Comms? Who are the campus-level social account managers?

- **VENUE TEAMS**
 - Any predicted requests across the year?
 - Any ideas for utilising the venue more for CityCare activity throughout the week (after Campus Pastor discussion)?

- **OTHER**
 - Is there anyone else you need to build relationship with internally?

V. External Stakeholders

HOW WILL YOU IDENTIFY PARTICIPANTS? HOW WILL YOU PARTNER?

- Who can **refer participants TO** your proposed Program Activity?
You should identify minimum ONE stakeholder for participant referrals INTO every planned program Activity. This is included in the national CityCare *Activity Plan*.
- Who could you partner with to **co-facilitate** activities?
- Are there any specific programs or partners you can **refer participants FROM** your CityCare Activity?
- How can you best target partners for **campaigns**?

YOUTH

School:

- High School Principals and/or key staff
Specialist internal school staff may include:
 - Primary Welfare Officers
 - Student Wellbeing Coordinators
 - Chaplains
 - Student Support Services Officers (psychologists, guidance officers, speech pathologists, social workers and visiting teachers)
 - Multicultural Education Aides
 - Aboriginal and Torres Strait Islander Education Support Officers.

Community:

- Youth services and programs e.g. PCYC
- Shopping centre management
- Local Council Youth Workers
- Local Police

Example scenario: A Safe Space (breakfast club) is run at Logan High School and a Youth Event is held during the Christmas school holidays to maintain connection and relationship. Students are identified by school staff to be a part of Shine/Strength.

Example scenario: A Safe Space is facilitated at the local PCYC. Youth Events are held during school holidays to maintain connection with the young people and connect with their families who are also invited, along with other local community service organisations. A group of young people are invited to participate in the Strength course across the next term. At Christmas, families of the young people attending the Safe Space are provided with Christmas hampers and some of the young people volunteer as part of the Pack & Wrap at City Campus.

CHILDREN & FAMILIES

- Local Council Community Development Workers (e.g. [Know Your Council](#) VIC)
- Family services organisations
- Food relief services, food pantries, soup kitchens, food rescue organisations
- Refugee Settlement Services
- First Nations Organisations
- Government Housing management
- Local churches active in the community
- Community Service Organisations – child and family services vary across locations and organisations
 - E.g. [Anglicare Family Support Program](#) NSW
 - E.g. [Mission Australia Children & Family Services](#) NSW
- Family Services referral points e.g. [Orange Door](#) VIC and [Child FIRST](#) Child and family information, referral and support teams delivered by Community Service Organisations, are the access/entry point to services.
- Community-Hub models (multiple services operating out of a shared space)

Please note: All Out-of-home Care (OOHC) agencies and their range of programs will be mapped as part of laying the foundations for *Our Village Project* – to be listed in an *OOHC Agency List* and *Ways to Engage List*. Generally Out-of-Home Care programs will not be referral channels into CityCare programs.

Example Referral pathways INTO programs:

Playgroup:

- Local Council
- Community Service Organisations working with parents
- Maternal Health Services
- GP's
- Library
- Play centres

WOMEN

- All of the above children and family services organisations working with women
- DFV crisis accommodation and other services
- Maternal and child health programs

Example scenario: Campaign partners with the Asylum Seeker Resource Centre (ASRC) who invite women attending the weekly community lunch to register for the Shine Course. After successfully running Shine, a course is scheduled for the next year and the opportunity for running a local Playgroup is explored. Campaigns helps provide food supplies to the ASRC kitchen that provides a daily community lunch.

VI. Partnership Management

HOW CAN YOU MAXIMISE THE QUALITY AND EFFECTIVENESS OF YOUR PARTNERSHIPS?

Main types of partnerships:

1. Program Partners – co-facilitate, refer participants, etc.
2. Campaign Partners – ideally this will include a majority of Program partners
3. Referral Partners – more formal referral pathways are established between organisations
4. Grant or License Partners – contractual agreements for program implementation or funding e.g. COACH Network (managed nationally)

Things to keep in mind when managing partnerships:

➤ **PLANNING**

- Have you gathered information about them?
Who are they? What do they do? Where? When? How? What's their reputation?
- Determine who specifically you need to talk to.
Who's the decision maker? Who makes things happen?
- Is face-to-face more beneficial than email or phone?
- Is there general values and culture alignment?
- Have you thought about all possible ways you could partner together within CityCare's framework of activities?
 - Program Activities, one or more
 - Potential engagement pathways (you might choose to discuss and build on the initial activity later on)
 - Campaign partnership
- Do they have all of the information they need to make a decision?

➤ **What's the STRATEGY to achieve your shared goal(s)?**

- Agreement on clear and realistic objectives.
- Agreement about how resources will be provided.
- Inviting other organisations and people to contribute to the partnership.
- Equitably assigned responsibilities between the partners.
- A dispute resolution mechanism just in case things go wrong (refer to CityCare *Complaints Handling Policy* as required).
- An evaluation/review process.

➤ **AGREEMENT**

- Discuss MOU to confirm details for inclusion.
- MOU signed by both parties and filed on SharePoint.

➤ **REVIEW & PLANNING**

- At the end of a program cycle (e.g. end of a course, or end of the year) review the outcomes of the partnership together.
- Review activity Facilitator End of Term/Course reports to be able to share key reporting insights (work with Systems and Programs as required).
- Obtain their feedback - what worked, what didn't, key learnings (ask for support from Base Team or Programs Team for a form or template to capture this).
- Thank them e.g. send a Christmas card.
- Allow sufficient lead-time to plan for the next year's activity.