

**FOR DISTRIBUTION TO CDEP PROVIDERS AND FAHCSIA
STAFF ONLY**

**CDEP Participation Profiles and Community Action Plans
Information for CDEP Providers**

Strengthening Communities through CDEP – Development and Support Funding

Background

Under the consultation process that informed the reform to CDEP, many people raised the importance of building the capacity of communities and supporting and developing the capacity of local service Providers.

Supporting Indigenous communities and people to respond to the opportunities and choices available in the areas where CDEP remains will be critical to '*closing the gap*'.

In recognition of this, under the reformed CDEP, Providers will be resourced to:

- build and strengthen relationships and networks within the community;
- boost people's participation in the community's economic and social life;
- improve people's connection to the range of support services available;
- develop new ways for the community and service Providers to work together;
- strengthen community leadership;
- improve governance;
- in the long-term, increase people's financial independence and the community's economy and social well-being; and
- strengthen their organisational capability.

To achieve these outcomes, CDEP Providers will be required to place significant investment in community engagement, careful and detailed planning, and the development of their own organisational capability. CDEP providers will be required to commit to action over the life of the agreement period.

To do this effectively, Providers will be expected to apply the broad principles of community development. Within the context of CDEP, this means that Providers will be required to engage with and support participants and their families to act on opportunities relating to their economic self reliance. It will involve working closely with individuals and family groups to identify priorities and steps needed to reach their training and employment goals.

This is a new requirement for Providers and is different from the Community Development Projects traditionally managed by CDEPs.

What is Community Development?

While there is no universal agreement on the definition of community development (the term is understood as different things to different people depending on the context and area of practice), it is essentially a process that seeks to increase a community's capacity to define, assess, analyse and act on issues of importance to them.

It is a process to ensure that the people within a community have a clear picture of where they are at, where they want to go and that they are provided with the tools and support they need to get to their desired goal. While there are varying processes and methods documented, a 'developmental approach' involves high levels of participation, consultation, joint decision-making and building upon the strengths of individuals, families, communities and culture.

If carried out effectively the process of community development enables people to take control of and be responsible for the long-term improvement in their circumstances. It involves building trust and confidence between people and organisations and developing the confidence and ability to identify ways of improving the participation of individuals that are sustainable into the future. It is a process that requires a significant investment in and commitment to people.

CDEP Providers will now be required to apply the principles and practices of community development to improve CDEP program outcomes.

Due to the pivotal role that this component plays in the achievement of overall program objectives, ***a range of tools will be introduced to help Providers over the life of the CDEP Agreement.***

Why are CDEP Providers required to develop a Community Participation Profile (the Profile) and Community Action Plan (the Plan)?

To facilitate the application of a developmental approach, CDEP Providers will be initially required to undertake community engagement and planning, through the development of a Community Participation Profile and Community Action Plan for the communities or region they service.

Developing Community Participation Profiles and Community Action Plans will have important benefits to CDEP organisations. They have been designed to help Providers:

- foster a participatory approach, involving people from a wide cross section of the community working on common issues;
- foster cooperation amongst different agencies and groups of people;
- identify key individuals or influential groups within their service region;

- help the organisation to better understand the people and area in which it is working;
- identify aspirations and needs of community members;
- assist the organisation to effectively target its efforts to a specific group in a suitable manner if required;
- enhance their skills of their organisation in working with all stakeholders and make it more effective in achieving program outcomes;
- help direct human, material and financial resources;
- help to monitor the results of a particular program or action, and assist the organisation to take corrective or preventative action as required; and
- help guide the development and implementation of work readiness and community development projects.

Given the diversity that exists amongst Indigenous communities and the different capacity of CDEP Providers to deliver community development, funding under Development and Support has been designed to be ***flexible and responsive to local circumstances and conditions***. Some Providers are very well versed in the needs and aspirations of the participants and families in their service regions, while others may be new to particular areas and will take some time to develop a presence and gain the trust and authority of people to undertake this work.

In order to simplify this process and to enable ***consistency of approach*** whilst taking into account local circumstances, the attached templates have been developed to assist Providers with these activities.

As a guide, the Profiles and Plans should be completed before the end of November 2009. There will be instances where Providers are familiar with the participants in their service regions and are well advanced in their understanding and agreement of what needs to be done and how this should be achieved. In such cases, Providers should transfer this understanding onto the templates for submission to their Agreement Managers. After submitting a copy of the Profile and Plan to the Department's satisfaction, CDEP Providers will receive funding to deliver Development and Support Initiatives that are identified in the plan.

Under the Funding Agreement, Providers are required to annually review and update the Profiles and Plans as at 30 June each year to determine progress and make adjustments if necessary.

The Profiles and Plans must be made readily available to members of the public. In completing the Profiles and Plans consideration should therefore be on how you propose to communicate the results to the community. The Profiles and Plans must be presented in a clear and concise way that is easy to follow.

To facilitate this work, Providers are encouraged to employ Community Development Officers. To help CDEP providers a suggested capability statement outlining the skills required by a Community Development Officer has been included in ***Attachment D*** (pg 23).

Developing the Community Participation Profile - Determining where the community is at.

The Community Participation Profile will help CDEP Providers assess the '*current state of play*' and identify the training and employment aspirations of participants and their families. Actively involving participants, their families and other stakeholders in the region as much as possible in the development of the Profile will help them to understand the results and to make use of the findings. The Profile will provide the information base needed for the development of the Community Action Plan. The Profile and Plan must be reviewed annually, to provide a revised Profile and Plan for 30 June each year.

To develop the Profile, Providers will be required to collect information about their CDEP service region and directly engage with CDEP participants, their families and other stakeholders to identify opportunities, strengths and priorities.

When gathering information it will be important to respect the privacy of individuals. Personal information should not be included in the Profiles or the Plans. Questions which cannot be answered from public records or other sources in the public domain should remain unanswered, unless community members volunteer that information and agree to have it included.

What information will Providers need to include in a Community Participation Profile?

When preparing the Profile providers will need to prepare a:

1. Description of the Characteristics of the Community/Communities and or Region (as appropriate to where CDEP services are delivered);
2. Statistical Profile; and
3. Report on Findings.

A template with further information to support the preparation of the above material is at **Attachment A**. (pg 9).

As part of developing the Community Participation Profile, Providers will be required to prepare a report identifying the strengths, opportunities, areas requiring action and risks found during their enquiry. They will also be required to demonstrate how they engaged with the participants and families in their service region in the development of the Profile.

How to obtain information

Providers will need to use a combination of both quantitative and qualitative information.

To source relevant quantitative data about specific regions and communities a good source might be either publically available information from service providers, relevant government departments, census data from the ABS or shire council plans.

Qualitative information gained from participants and their families should be as inclusive as possible and reflect a range of differing perspectives – age, gender and culture. Time must be given for people to have both formal and informal opportunities to openly voice their needs and aspirations. An interpreter might be required in some instances and communities.

There is a broad range of information that already exists. Much of the information required for the Profile will already be available within the community. There is no need to reinvent the wheel. Perhaps a profile of the service region has already been undertaken. Agreement Managers may be aware of the availability of up-to-date information.

One size doesn't fit all – different methodologies

One size does not fit all situations, so a provider may choose to use a variety of methods to collect information.

An effective, participatory community development approach takes time, requires flexibility and the use of networks cannot be overstated. In addition to the use of existing networks, participation might be through any one or all of the following:

- one-on-one meetings with prominent people or elders in the community (working with them to then foster interest from others);
- conducting family meetings;
- community meetings;
- small interest groups; and
- outdoor meetings; and,
- talking to individual community members.

Developing the Community Action Plan – determining where the community wants to go and what resources and tools they need to get there.

The Community Action Plan will map the employment and training aspirations of participants and their families and the needs of employers and other stakeholders in the region. This will help CDEP Providers capitalise on the opportunities in their service region and identify what skills and training are needed now and into the future.

The Plans will specify what participants and their families want CDEP to accomplish, what actions are required and what additional resources (money, people and

materials) are needed to help participants and their families reach their training and employment goals.

The Community Action Plan has been designed to help Providers tailor the CDEP Program to their service region. The Plan will set goals, actions and targets to improve the quality of CDEP and the social and economic participation of the CDEP service region.

The Plan should identify:

- how Work Readiness Services could be adapted to the opportunities available in the CDEP service region;
- relevant projects for delivery under the Community Development Projects stream; and,
- what Development and Support Initiatives will be implemented under the Development and Support Fund.

A template to support preparation of the Community Action Plan is at **Attachment B** (pg 12).

More Information

A list of resources that may help you understand the principles and practices of community development have been included at **Attachment C**. (pg 20). The list provided here is not exhaustive and there are a wide range of resources available. Providers are encouraged to do further research on community development, asset based community development and/or participatory development.

References

The following documents have been used in the development of this material:

Vinson, T. Markedly Socially Disadvantaged Communities in Australia: Their Nature and Possible Remediation, Prepared for Department Education, Employment and Workplace Relations, Commonwealth of Australia, 2009

How to write a Community Profile, Department of Local Government and Regional Development, Government of Western Australia, 2006

Social Inclusion Principles for Australia, Commonwealth of Australia, 2008
<http://www.socialinclusion.gov.au/Pages/default.aspx>

Fawcett, S.B. Our Model of Practice: Building Capacity for Community and Systems Change. Ed. J. Nagy and S.B. Fawcett. Community Toolbox. 2003. University of Kansas. March 2004. <<http://ctb.lsi.ukans.edu>>.

Hope, A. and Timmel, S. (1996). Training for Transformation: A Handbook for Community Workers. Gweru, Zimbabwe: Mambo Press, Chapter 1

Kenny S. *Developing communities for the future* (2nd Ed) Thomson, 1999

Ife, J. & Tesoriero, F. *Community development: community-based alternatives in an age of globalisation*" (3rd Ed) Pearson/Education Australia, 2006

(Please insert name of CDEP community/communities/regional service area)

CDEP COMMUNITY PARTICIPATION PROFILE

PROVIDERS ARE REQUIRED TO POPULATE THE FIELDS BELOW.

1. OVERVIEW - DESCRIBE THE CHARACTERISTICS OF THE COMMUNITY

THIS TEXT SERVES AS A GUIDE ONLY AND SHOULD BE DELETED AFTER COMPLETION

The first task in constructing a Community Participation Profile is to provide an overview or to describe the characteristics of the community. The overview can be viewed as 'setting the scene' and should give a perspective on the uniqueness of the community, its place in a regional sense and a general picture of its current status in respect to its social and economic development - stable, growing, or in decline.

The overview must:

- identify the geography of the region(s) in which the services operate;
- identify the local government area(s) and any social planning or statistical data on Indigenous people;
- identify relevant stakeholders and service groups (e.g. health services, local land councils, reconciliation groups, industry associations, training bodies, shire councils, local Indigenous boards in the Northern Territory);
- identify Indigenous cultural groups in the region and issues relevant to groups within the community (e.g. ILC and native title issues, language differences);
- describe the key features of the regional economy (such as ratio of Indigenous population to non-Indigenous and degree of economic participation of Indigenous people, type of industry and employment options/patterns by gender and for Indigenous people);
- location of job vacancies now, and emerging, and the Indigenous participation ratio. Discussion with Jobs Services Australia (JSA) providers (where CDEP and JSA are separate organisations) should also occur in compiling this data.

2. THE STATISTICAL PROFILE

THIS TEXT SERVES AS A GUIDE ONLY AND SHOULD BE DELETED AFTER COMPLETION

The second task in constructing a community profile is to identify the characteristics of the population. The purpose of the information is to identify the size and nature of the population in general and groups that may require special consideration or support. The statistical profile must include:

- demographics from the available sources (e.g. census, National Indigenous Compendium) reflecting population projections and internal migration trends where available (for instance trends such as people moving to the nearest regional or urban centre as youth and returning as older people with young families or fluctuations in and out of hub/outstations); and,

- socio-economic indicators of the Indigenous target group by age, gender, education including retention rates, employment and income in the service delivery region.

3. THE REPORT - PRESENTING THE RESULTS

THIS TEXT SERVES AS A GUIDE ONLY AND SHOULD BE DELETED AFTER COMPLETION.

After collecting the information in the Community Participation Profile template providers will be required to prepare a report to identify the strengths, opportunities, areas requiring action and risks found during their enquiry. An important consideration in preparing the report is determining how results will be communicated to the community.

Providers will be required to demonstrate how they engaged with community and provide details of the level of community participation throughout the development of the profile. The report must include:

1. **A Summary of Findings/Recommendations that:**
 - provides an overview of where the community/region is at in terms of participation and economic development/self reliance;
 - identifies community strengths, assets/aspirations and opportunities;
 - identifies where the community/region wants to get to over the three year term of CDEP this should be broken into short, medium, and long term goals;
 - identifies the role and contribution of other stakeholders as agreed with the community;
 - identifies issues that may inhibit the achievement of these goals; and,
 - indicates how the findings will be communicated to the community
2. **A Methodology to explain:**
 - how the community/region consulted;
 - how the profile was established; and
 - what you did, how it went and what you learned in the process. For instance, could your engagement have been improved? What could be done better next time?

The profile will need to be updated each year as at 30 June. Depending upon the availability of information at the start of the CDEP Agreement, it is possible that the profiles may start at a basic level and increase in content each year, as further information becomes available through ongoing consultation and liaison through the year.

(Please insert name of CDEP community/communities/regional service area)

CDEP COMMUNITY ACTION PLAN

Guide to preparing a Community Action Plan

When preparing a Community Action Plan Providers will need to:

1. **Review and analyse findings** from the Community Participation Profile. Information gathered from the community will guide what needs to be addressed in the plan.
2. **Identify community goals.** In choosing goals it will be important to ensure that those chosen have the greatest likelihood of success. This point is critical to ensuring that people retain confidence in the engagement process. *Pick the low hanging fruit first!* These must be specific to the community, measurable, and agreed under a joint decision making process with community. The goals must also be realistic and achievable over the CDEP agreement period. To identify goals you may wish to consider the following:
 - What do participants and their families want CDEP to achieve over the Agreement period?
 - What changes would participants and their families like to see to CDEP as a result of this plan?
 - What can be done to adapt the training and work readiness services to opportunities in the CDEP region?
 - Identify meaningful community development projects for implementation.
 - Identify the possible contributions of other stakeholders.
 - What Development and Support Initiatives can be introduced through the employment of community development officers and mentors to help people achieve their training and employment goals and stay connected to the broader service system?
3. **Identify short, medium and long-term strategies** required to achieve goals. How are we going to get there? It is important to think through what would be most appropriate and achievable, remembering that some strategies will be implemented through the Work Readiness Services or Community Development Projects of CDEP.
4. **Identify stakeholders.** Achieving goals in the plan will require many people and organisations to contribute their expertise and resources. It is important to determine who can affect plan outcomes and to clearly set out who is responsible for which tasks and activities in the plan.
5. **Consider a timeline for conducting activities.** Creating a timeline provides everyone working on the Community Action Plan with a clear idea of what activities should be done and when to expect activities to be accomplished over the Agreement period.

6. **Identify risks that may impede the successful achievement of goals and what steps are going to be taken to address them.** Part of deciding on what interventions would be most effective and achievable is to examine the possible barriers.
7. **Outline accountability processes.** It is essential to know how your action plan is progressing. How will you know if you are succeeding? How will you measure success? Plans must detail the agreed performance outcomes and processes for monitoring, reviewing and reporting progress. They must also outline roles and responsibilities around decision making for the implementation of the plan. An ongoing role for the community will need to be determined. For example, plans might detail the agreed performance outcomes and report on a regular basis to a community committee.
8. **Identify what resources (money, people and materials) that will be needed to implement the Plan.** When identifying resources it will be important to remember that some strategies will be implemented through the Work Readiness Services or Community Development Project of CDEP. Development and Support funding is also available to assist with the employment of mentors, community development workers, and resources for community support/linkage services

Resources to support implementation may also involve identification of in-kind support or collaboration based on partnerships and alliances with other service agencies operating within the service community or region.

More information about the type of funding available under Development and Support of CDEP has been included in the toolkit at **Attachment C**. (pg 20).

9. **Identify what resources you will need to build your organisation's capability** to deliver this and other elements of the CDEP program.

CDEP COMMUNITY ACTION PLAN TEMPLATE

CDEP PROVIDER DETAILS

Provider Name:	Contact Details:

1. COMMUNITY ANALYSIS

Review and analyse findings. Provide an overview of the strengths, opportunities, areas requiring action and risks identified in the Community Participation Profile.

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2. IDENTIFY COMMUNITY GOALS

Identify community goals. What do participants and their families want CDEP to achieve over the Agreement period? What changes would participants and their families like to see to CDEP as a result of this plan? Identify meaningful projects for action through the Community Development Projects. What can be done to ensure that the training and work readiness activities meet specific community needs? Identify the possible contributions of other stakeholders. What Development and Support Initiatives can be introduced through the employment of Community Development Officers and Mentors to help people achieve their training and employment goals and stay connected to the broader service system? These must be specific to the community; measurable, agreed under a joint decision making process with community, realistic and achievable over the CDEP Agreement period. **(Remember focus on what is achievable.)**

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3. IDENTIFY HOW AND WHEN THE GOALS WILL BE ACHIEVED AND WHO WILL NEED TO HELP ALONG THE WAY.

List the goal to be achieved.	How are we going to achieve the goal? Identify short, medium and long-term steps/strategies	Who will we need to help? Who are my stakeholders? It is important to determine who can affect outcomes and to clearly set out who is responsible for which tasks and activities in the plan.	When will we have it done? When can we expect activities to be accomplished?	What might get in the way? Identify risks to the achievement of goals and what steps can be taken to address them.
Goal 1:				
Goal 2:				

Goal 3:				
Goal 4:				
Goal 5:				

4. OUTLINE ACCOUNTABILITY PROCESSES

How will you know your plan is progressing? How will you measure success? What processes will you use to monitor, review and report on progress?

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5. IDENTIFY RESOURCES – DEVELOPMENT AND SUPPORT FUNDING

Identify what resources (money, people and materials) that will be needed to implement the plan. What Development and Support funding will you need to implement the Plan over the CDEP Agreement period? Please provide some indication of when the resources will be spent. For example some proposals may require upfront start up costs, while others may need the bulk of funding later during operation.

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6. YOUR ORGANISATIONAL NEEDS

Under CDEP help is also available to build and strengthen your organisation. Identify what resources you may need to build your organisation's capability to deliver this and other elements of the CDEP program. Support is available to help strengthen governance, develop organisational plans and strategies to enable skills transfer or succession planning.

Strengthening Communities Resources

Resources to help with Development

Utilising a developmental approach to improve training and employment outcomes is new requirement for CDEP Providers.

The following resource page has been created to assist Providers understand what community development is and how it can be used to help improve CDEP Program Outcomes.

The resource page is a small excerpt of current publications and resources. It is not exhaustive, and providers are encouraged to do further research on community development, asset based community development and/or participatory development.

Web Links:

<http://www.socialinclusion.gov.au/AusGov/Board/Pages/default.aspx>

<http://www.cstc.bc.ca/downloads/Compreh%20Comnty%20Planning%20Handbook%20-%20INAC%202006%202.pdf>

<http://www.health.sa.gov.au/PEHS/branches/health-promotion/0711-capacity-building-review-lit.pdf>

http://www.communitybuilders.nsw.gov.au/download/Making_Headway_ToolKit.pdf

<http://www.newcastle.edu.au/centre/fac/abcd/keyprinciples.html>

<http://www.abcdinstitute.org/>

<http://web.archive.org/web/20060117200317/www.pco.com.au/family/B10+-+Simone+Silberberg.pdf>

Books:

Kretzmann, John P. and McKnight, John L. (1993) *Building communities from the inside out : a path toward finding and mobilizing a community's assets* Evanston, Ill. : Center for Urban Affairs and Policy Research, Northwestern University, c1993.

In partnership with ABCD, Coady Institute colleagues Gordon Cunningham and Alison Mathie have just published an edited volume titled, *From Clients to Citizens: Communities Changing the Course of their own Development*, which features case studies of asset-based community development efforts around the world.

<http://www.fernwoodpublishing.ca/book/370>

Thomas Dewar. (1997) *A guide to evaluating asset-based community development : lessons, challenges, and opportunities.* Evanston, Ill. : The Asset-Based Community Development Institute, Institute for Policy Research ; Chicago, Ill. : Distributed by ACTA Publications, c1997.

Jim Ife, Frank Tesoriero. (2006) *Community development: community-based alternatives in an age of globalisation* (3rd edition) Pearson/Education Australia, c2006.

Susan Kenny. (1999) *Developing communities for the future* (2nd Edition) Thomson, 1999

Alinsky, S. (1971) *Rules for Radicals*, Vintage Books, New York.

Campfrens, H. (1997) *Community Development Around the World*, University of Toronto Press, Toronto.

Daveson, C; Ingamells, A; Rogan, B, Shambrook, M & P. Wood, (undated), *A Community Development Method*, Mackay Regional Council for Social Development Ltd, PO Box 984, Mackay 4740 Queensland

Eade, D, and Williams, S (1995) *The Oxfam Handbook of Development and Relief*, Oxfam, Oxford. Vol 1

Freire, P. (1993) *Pedagogy of the Oppressed*, Penguin Books, London

Hope, A. & Timmel, S. (1987) *Training for Transformation: A Handbook for Community Workers*, Books 1, 2 and 3, Mambo Press, Gweru, Zimbabwe

Ife, J. (2002), *Community Development: Community Based Alternatives in an Age of Globalisation*, Pearson Education Australia, Frenchs Forest, NSW

Kenny, S. (1999) *Developing Communities for the Future*, Nelson Australia, South Melbourne.

Rothman, J. (1979) *Three Models of Community Organisation Practice, Their Mixing and Phasing*, in Cox, F., Erlich, J., Rothman, J. and J. Tropman, (Eds), *Strategies of Community Organisation*, F.E. Peacock Publishers Inc., Itasca, Illinois.

Weber, M, (1964) *The Theory of Social and Economic Organisation*, Talcott Parsons (Ed), The Free Press, New York.

Examples of community development

<http://www.ards.com.au/about.htm>

<http://www.cpe.uts.edu.au/pdfs/TorchReport.pdf>

<http://www.sesp.northwestern.edu/newsCenter/inquiry/?issueSelect=21&category=5#seek>

Other Resources

Kretzmann, John P. and McKnight, John L. (1996) *Mobilizing community assets [videorecording]: the video training program for building communities from the inside out*. Chicago Il. : produced by Civic Network Television, distributed by ACTA Publications, c1996.

Development and Support Stream Funding

Phase 2 of Funding Negotiations.

What type of things can you apply for under the CDEP Development and Support Fund?

The *Development and Support Fund* of CDEP has been established to enable Providers access a range of assistance. Under this element CDEP Providers will be able to apply for funding to deliver Development and Support Initiatives identified in their Community Action Plans. Funding applications for community development officers, mentors and community support/linkage services will all be considered.

Providers will be required to demonstrate, how the support they are seeking will:

- build social cohesion by strengthening relationships and networks within the community;
- maximise the participation of individuals and families in both the social and economic development of their communities and the broader service system;
- improve collaboration between community and service providers;
- strengthen leadership and governance structures; and
- increase opportunities for self reliance and economic development.

The type of assistance sought must align with Community Action Plans and aim to achieve the above objectives. The following provides some examples of the types of support that Providers may wish to apply for.

To support the reform and help people stay connected CDEP Providers may seek additional support through the employment of **Community Development Officers**.

It is anticipated that Community Development Officers would be employed to build and maintain relationships with participants, their families and other stakeholders across the CDEP service area to:

- build on family and broader community aspirations, motivations and strengths and develop strategies to increase participation;
- identify local priorities to ensure activities delivered under CDEP (under both the Work Readiness Services and Community Development Stream) align with needs, aspirations and conditions, are culturally appropriate and align with community plans;
- identify further opportunities for economic growth/enterprise;

- support CDEP Providers to harness support from other service providers and government agencies as required; and,
- strengthen linkages between participants and other service providers.

To help CDEP participants understand the changes in servicing arrangements, and support the identification and achievement of individual aspirations. Providers could consider employing **Mentors**.

Mentors would liaise with CDEP Providers and other service providers and work intensively with individuals and their families to:

- support retention when placed in off CDEP employment.
- support engagement and retention in training and work experience activities
- work with people to minimise participation failures;
- build confidence and ensure successful navigation through the employment services system;
- ensure that Centrelink requirements and Job Services Australia (JSA) registrations are complete and that participation plans accurately reflect individual needs and aspirations;
- overcome barriers and coach participants towards the achievement of aspirations; and,
- connect people with other services as required.

While the above sets out some funding options, Providers are encouraged to seek funding for Development and Support Initiatives that they consider will achieve the maximum benefit for the CDEP service region. Other innovative proposals aiming to achieve the Development and Support objectives stated above will also be considered. For example:

In some locations where participants and their families have a greater access to services, funding to provide a **Community Support /Linkage** service may be of great benefit. It is envisaged that the operation of this service would foster the development of networks by providing access to:

- phone and the internet.
- information and referrals to a range of other services;
- resource material to support engagement in education, training and employment; and,
- provide constructive feedback to other services in relation to how they could better support participants.

In other locations participants and their families may be seeking help to improve their money management and Providers may wish to engage a skilled financial literacy trainer.

Development and Support Stream Funding

Suggested Capability Statements for CDEP Mentors and Community Development Officer

Both the CDEP mentors and community development officers will need to work closely with clients of the CDEP provider, as well as the JSA Provider and Centrelink staff.

Mentor

Purpose of the role

The role of the CDEP mentor is to support individuals engaged in pre-vocational and vocational training in the work readiness stream, including participation in community development projects. Mentors will respond to employment issues experienced by individuals and families as they navigate the interrelationship between CDEP Provider, Job Services Australia (JSA) Provider and Centrelink.

In the initial phases key tasks of the mentor are likely to focus on assisting clients manage the impact of the changed program arrangements. Mentors may also need to support individual participants with implementation of their Employment Pathway Plan (EPP).

Mentors Selection Criteria are as follows:

Knowledge

- An understanding of the complexity of Indigenous community dynamics, including the social and economic circumstances faced by many Indigenous people and communities
- An ability to anticipate and understand the different needs and concerns of clients, stakeholders and colleagues and to manage difficult issues

Skills

- A capacity to assist individuals and families through knowledge of the roles and inter-agency relationships under the reformed CDEP and how to access these systems
- A capacity to contribute to inter-agency working groups for enhanced client-focused service delivery
- Demonstrated ability to build and maintain effective working relationships with a range of people (both Indigenous and non-Indigenous) with competing needs
- A demonstrated capacity to achieve outcomes

Experience

- A demonstrated record of successfully working with Indigenous communities and different groups within a community
- Capacity to work effectively with government agencies, NGO sector and service deliverers

Essential

- Current drivers licence
- Capacity to travel for work
- Cleared Police checks

Key Accountabilities of the position include:

- Support individuals and families to transition to new CDEP arrangements
- Work with agencies to facilitate transition and engagement with new arrangements, and participate in prevocational and vocational training
- Assist where necessary with implementation and achievement of milestones and outcomes of the Employment Pathway Plans.
- Assist with individual's involvement in the Community Development Projects Stream
- Facilitate access to Community Support Services where relevant to individuals
- Contribute to the development and implementation of Community Action Plans, and
- Prepare and provide reports to the CDEP provider and on request to ancillary agencies.

Community Development Officer**Purpose of the position**

Community development officers are expected to play an important role in consultation for the development of community action plans, and monitoring and support for participation in community development projects.

Community Development Officer selection criteria are as follows:**Knowledge**

- Demonstrated understanding of the social, economic and environmental factors that impact on local and regional Indigenous rural and remote communities
- A working knowledge of contemporary community development philosophies
- Sound knowledge of CDEP policy, direction, objectives and service delivery functions
- Knowledge and commitment to equity, principles of cultural diversity, ethical practices, EEO and OH&S
- Commitment to community development practice
- Analytical and problem solving skills, including skills in facilitating innovative approaches

Skills

- A track record of community development practice, including high level negotiation and facilitation skills
- The ability to work in an inter-cultural operating environment
- The ability to manage complexity, ambiguity and pressure in a changing environment
- A demonstrated initiative and ability to work autonomously as well as a member of a team
- Sound written and verbal communication skills
- Time management skills related to setting priorities, planning, organisation of workloads and meeting deadlines

Experience

- Demonstrated experience in community development and organisational capacity building or related fields
- Demonstrated experience in working with, and an understanding of, economic participation issues impacting on Aboriginal people in rural and remote communities with limited economies
- Demonstrated record of the ability to lead and to work collaboratively with a broad range of Government and community stakeholders

Essential

- Current drivers licence
- Capacity to travel for work
- Cleared Police checks

Key Accountabilities of the position include:

- Work with service agencies to support individuals and families to transition to new CDEP arrangements
- Work with communities to identify opportunities, strengths, issues and aspirations for economic participation and community development in community consultations and in shaping community action plans
- Assist with strategies to implement goals identified in the Community Action Plan including monitoring of milestones and goals
- Assist individuals to participate in the Community Development Project Stream
- Facilitate regional support strategies for community development. This may involve access to community support services and establishment of a referral service.
- Prepare and provide reports to the CDEP provider and on request to ancillary agencies.