

# Our Communities Our Region Our Future

Creating a regional social plan



**NORTHERN RIVERS  
REGIONAL SOCIAL PLAN**  
2013-2018





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The pictures used throughout this document were entries in the art competition that formed part of the community

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A NSW Government Initiative

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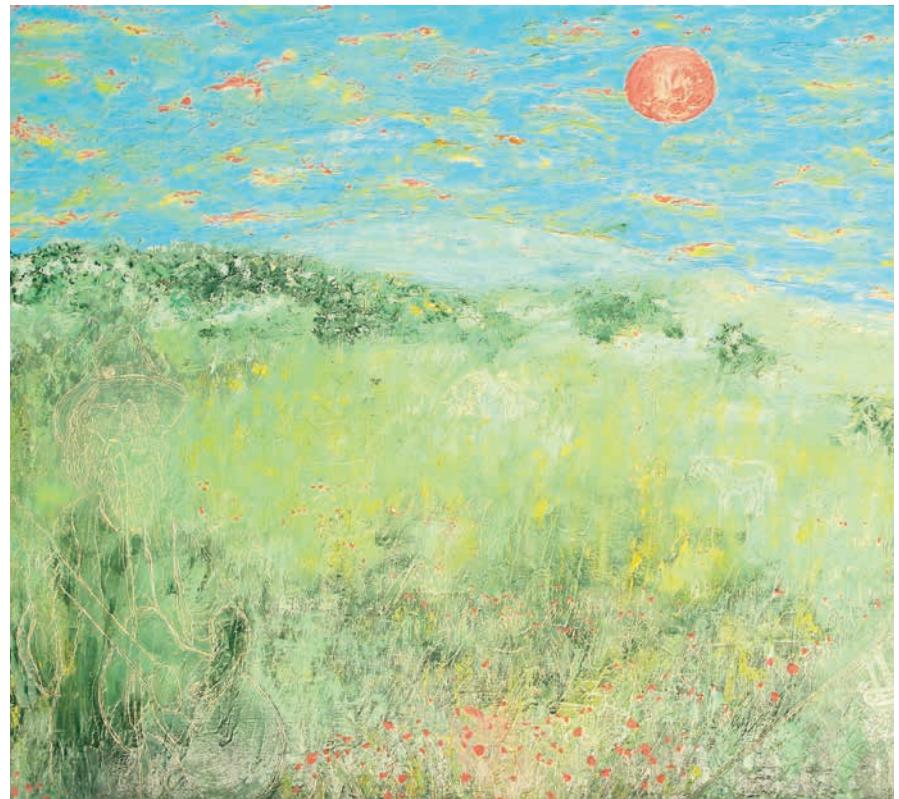
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*Beyond the Lismore Show*, by Scott Whittingham

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# 01 Introduction

The Northern Rivers Regional Social Plan 2013-2018 was developed through a partnership between Northern Rivers Social Development Council and Regional Development Australia – Northern Rivers. The project, ***Our Communities, Our Region, Our Future: creating a regional social plan*** aims to develop a plan that includes the voices of the community, identifies regional community development priorities and initiates key actions to address identified social priorities across the seven local government areas of Clarence Valley, Richmond Valley, Kyogle, Lismore, Byron Bay, Ballina and Tweed.

The objectives of the Project are:

1. To create a community-owned and evidence-based regional social plan that:
  - includes the voices of the community;
  - identifies regional community development priorities;
  - initiates key actions to address identified priorities.
2. To create a knowledge base that:
  - highlights current social conditions;
  - provides a baseline that can be monitored over time;
  - is freely and publicly available to all.
3. To support community development and capacity building through community engagement processes.
4. To develop a framework to inform policy and program development, advocacy and investment.

The Plan contained in this document sets out our desired future outcomes and strategies for achieving these outcomes in the Northern Rivers of NSW. Implementation options and opportunities are discussed in Section 2.

## Methodology

The methodology described below was used to understand our communities' strengths, needs and priorities for the future; and informed selection of the outcomes and strategies, measures and indicators used in this plan.

***Our Communities, Our Region, Our Future: creating a regional social plan*** involved three distinct elements:

1. Development of a Regional Social Profile. This included consultation, needs analysis and desktop research conducted during 2012 and 2013 and involved Councils, non-government organisations, government agencies and key stakeholders.
2. Community and stakeholder engagement campaign. This included media and communications, a writing competition, an arts competition, short interviews conducted at community events, community forums, consultation with Aboriginal people, community services and health sector consultations and community surveys and submissions.
3. Development of a website to facilitate free public access to information. This included the social profile, community engagement activities and the future actions contained in the plan. It can be found online at [www.regionalsocialplan.org.au](http://www.regionalsocialplan.org.au).
4. Review of the planning and policy context. This included local, state and federal government plans.

## Models and frameworks

The project partners have taken an outcomes-focussed approach to the planning process, to encourage aspirational thinking and foster activities that improve the real lived experience of people and communities in our region. As such, we have drawn on the following models or frameworks which have been internationally recognised and validated:

1. Community Indicators Victoria (CIV) (Cox, Frere, West & Wiseman 2010), a framework for measuring and understanding social indicators, to inform the development of the Regional Social Profile.
2. International Association for Public Participation, Public Participation Spectrum, to inform the development of the community and stakeholder engagement program.
3. Results Based Accountability, developed by Mark Friedman from the Fiscal Policy Studies Institute, to inform the development of the draft Regional Social Plan.

## A socio-ecological approach to desired future outcomes

Included in the Plan are a range of desired future outcomes, strategies and measures that affect children, families and communities across the Northern Rivers. Rather than creating a specific outcome for each major population group or each key social issue, the Plan takes a socio-ecological approach, taking into account the interconnections between social, economic and environmental systems and the impacts they have on people, families and communities.

So, for example, there is no specific outcome relating to older people in our region. Community feedback and data gathered during the initial phases of the project suggested that achieving other outcomes in transport, health, housing, homelessness, education, employment and cultural and natural assets would significantly improve the lived experiences of older people in the region. Similarly, feedback suggests that achieving outcomes related to having a healthy economy and access to local, safe, affordable food are critical to the health and wellbeing of entire communities and provide individual and family opportunity. And finally, the model highlights the significance of connection and belonging to place as critical factors in social inclusion.

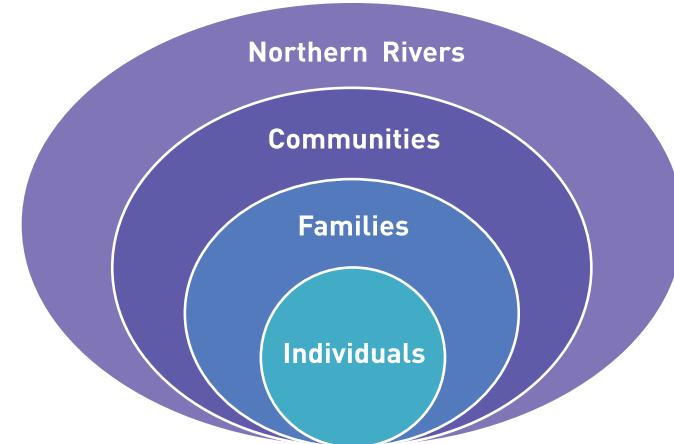


Figure 1: Socio-ecological model

## Desired future outcomes

The desired future outcomes which form the basis of the Plan are summarised below:

1. A region where our children and young people reach their potential
2. A region where people with disabilities reach their fullest potential
3. A region that closes the gap between Aboriginal and non-Aboriginal people
4. A region where people are healthy
5. A region where people participate in meaningful employment and education
6. A region of appropriate and affordable housing where no one has to be homeless
7. A region of people who value and enjoy our unique natural, arts and cultural assets
8. A region where people can get around easily
9. A region with sustainable, viable, community assets
10. A vibrant, innovative regional economy
11. A region with affordable, safe, local food
12. A clean energy future for our region
13. A region with integrated, accessible services

## Values and principles

Envisioning the desired future outcomes for our region, we have based our work on a set of principles and values, which are common to the partner organisations involved in the planning process, and also are commonly held by key stakeholders, community groups and individuals with whom we have consulted.

The Northern Rivers Regional Social Plan should:

- Build resilience of individuals, families and communities
- Celebrate diversity of regional lifestyles and cultures
- Protect and strengthen village character
- Protect and strengthen our assets
- Ensure that benefits are cumulative and have flow-on effects
- Enhance rural and regional viability and self-reliance
- Acknowledge the variability between our high-growth coastal areas and sparsely populated hinterland
- Use research, planning, evidence, consultation and community involvement
- Align with regional planning and/or stakeholder groups in the region
- Acknowledge the right to core social and physical infrastructure such as education, housing, health and community services, transport, information technology and telecommunications
- Create a service system that has the greatest efficiency and equity, drawing on innovation and evidence to produce real outcomes.

## Monitoring and updates

The website at [www.regionalsocialplan.org.au](http://www.regionalsocialplan.org.au) incorporates three key sections:

1. Our Communities – a repository of information drawn from the community engagement phase of the project. This section will be available as a resource to provide updates on regional consultations held by the partners or other key stakeholders during the Implementation Phase.
2. Our Region – draws together the research led by RDA-NR and which illustrates the social profile of the region. This section will be used to provide easy access to other regional and relevant data and research, or any updates of data in the Regional Social Profile.
3. Our Future – the main access point for any updates or additions to this Plan. This section may also be used by Implementation Partners or other stakeholders to provide information about any projects or programs conducted to make progress against the Plan or specific desired future outcomes.

## 02 Implementation

Critical to the measure of success for any plan is the extent to which it is owned and implemented by the community or population it serves. The Northern Rivers Regional Social Plan cannot be fully implemented by one agency. It has been developed as a resource to the entire community, and it is the aspiration of the partners that it will be used as a tool by community groups, non-government organisations and government agencies to drive collaborative progress towards the identified social outcomes.

It is our intention to reconvene the regional social planning process in 2017 to evaluate our progress against social indicators included in this Plan and to communicate what outcomes have been achieved.

The Integrated Community Services Planning Workshop with senior managers of non-government organisations and government agencies in June 2013 canvassed the following options and opportunities for implementation and ongoing monitoring of progress:

- engagement of key stakeholders, including government (local, state and federal) and non-government organisations, as well as community groups and partnership brokers;
- using the Results Based Accountability (RBA) framework, to consider the story behind the data and how to 'turn the curve' on specific trends; and to implement an RBA-style scorecard for the plan;
- engage at the senior management / CEO level to ensure buy-in;
- build on existing networks, including regional leadership groups;
- promote the inclusion of non-government representatives in regional leadership groups;
- set priority actions and work towards change on specific issues;
- invite interested parties to nominate how they would like to be involved in implementation;
- seek feedback to identify gaps and areas of need;
- set a timeframe for first key priorities (12 months), and measure and report on these actions and change over that period;
- bring partners together to create a common logo;

- assign each outcome to a specific working group or leadership group, which must involve non-government representation; and
- utilise the regional social plan website to hold information and communicate across the region about progress.

In August 2013, feedback and comments were sought using an online feedback process and inviting organisations to nominate their capacity as Implementation Partners, to lead implementation of desired future outcomes, and those able to nominate as Participating Organisations who will contribute to desired future outcomes. Implementation Partners and Participating Organisations are listed below.

### Implementation partners

- CRANES Community Support Programs
- The Family Centre
- NSW Health Northern NSW Local Health District
- Nortec Employment and Training
- North Coast Community Housing
- North Coast Medicare Local
- Northern Rivers Social Development Council
- Regional Development Australia – Northern Rivers
- Tursa Employment & Training

RDA-NR and NRSDC have committed their organisations as Implementation Partners and to supporting the initiation of implementation processes to monitor progress on the implementation of this plan from January 2014. The table below identifies the desired future outcomes to which RDA-NR and NRSDC have committed.

Desired Future Outcome	NRSDC	RDA-NR
<b>Outcome 1:</b> A region where our children and young people reach their potential	✓	
<b>Outcome 2:</b> A region where people with disabilities reach their fullest potential	✓	
<b>Outcome 3:</b> A region that closes the gap between Aboriginal and non-Aboriginal people	✓	
<b>Outcome 4:</b> A region where people are healthy	✓	✓
<b>Outcome 5:</b> A region where people participate in meaningful employment and education	✓	✓
<b>Outcome 6:</b> A region of appropriate and affordable housing where no one has to be homeless	✓	
<b>Outcome 7:</b> A region of people who value and enjoy our unique natural artistic and cultural assets		
<b>Outcome 8:</b> A region where people can get around easily	✓	✓
<b>Outcome 9:</b> A region with sustainable, viable, community assets		
<b>Outcome 10:</b> A vibrant, innovative regional economy		✓
<b>Outcome 11:</b> A region with affordable, safe food		✓
<b>Outcome 12:</b> A clean energy future for our region		✓
<b>Outcome 13:</b> A region with integrated, accessible services	✓	



*My Home Story Dogs*, by Cassandra Purdon

# 03 Plan for achieving desired future outcomes

## Outcome 1: A region where our children and young people reach their potential

**Why is this outcome important?** According to the Australian Productivity Commission, "A child's earliest years fundamentally shape their life chances...The evidence points to there being critical times for building capabilities for life: \* the early years – these lay the foundation for children's future learning and lifetime outcomes, \* the school years – success at school is a key determinant of whether children go on to further education and training and employment, \* beyond compulsory schooling and the transition between education and work – decisions made during this period can have lasting effects on future job opportunities and life chances." We see that this outcome is about children and young people having every opportunity in life, including education, safety, individual and family wellbeing, welfare, support, diversity, community and culture.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Australian Early Development Index (AEDI) results	Decrease developmentally vulnerable levels on AEDI index	Higher rates of development vulnerability for physical health and wellbeing AEDI domains than for NSW and Australia. <sup>1</sup>	Early childhood education providers; Northern NSW Local Health District (NNSWLHD), NSW FACS	Early intervention Flexible, tailored learning environments	<b>1.1.</b> Strengthen the skills, resources, networks and capacities of parents and families
Participation in Early Childhood Education	No developmentally vulnerable AEDI scores	Lower rates of children who are developmentally vulnerable for all other AEDI domains	Aboriginal Education Consultative Groups (AECDGs), Aboriginal Education Liaison Officers, Aboriginal Land Councils	Focus on transition points: school entry, high school transition	<b>1.2.</b> Build the capacity of communities to support children, young people and families
Participation rates in pre-school parenting and nutritional programs	More people complete Year 12	NR (Northern Rivers) has lower rates of school completion and transition to university [9%, compared to 27% NSW] <sup>2</sup>	School Principals and Welfare Officers	Programs to support carers, parents and grandparents in parenting	<b>1.3.</b> Reduce incidence of domestic and family violence
% school completions	More people complete higher education	Higher rates of development vulnerability for physical health and wellbeing AEDI domains than for NSW and Australia.	Family support providers, Neighbourhood and Community Centres, Youth Services	Holistic approaches: include culture, recreation, education, nutrition, transport, housing, health	<b>1.4.</b> Support and strengthen service system to engage families on the fringe and build parenting capabilities
Child protection data	Decrease domestic violence rates	Higher rates of development vulnerability for physical health and wellbeing AEDI domains than for NSW and Australia.	Northern Rivers Community Legal Centre, Domestic Violence Court Advocacy Service (DVCAS)	Foster and celebrate the cultural diversity of communities	<b>1.5.</b> Map education and employment pathways for youth
Truancy/absenteeism	Decrease child protection reports	Lower rates of children who are developmentally vulnerable for all other AEDI domains <sup>1</sup>			<b>1.6.</b> Reduce rates of homelessness, drug and alcohol use amongst children and young people
	Decreased rates of young offenders/ recidivism				
	Lower absenteeism/truancy rates				

## Outcome 1: continued

<b>How will we measure this?</b>	<b>What would these conditions look like?</b>	<b>Measures – how are we doing?</b>	<b>Potential partners</b>	<b>What works?</b>	<b>Strategies</b>
NAPLAN (National Assessment Program – Literacy and Numeracy) data	Children enjoy being at school	54% of people did not complete Year 12 in NR region vs. NSW 41% <sup>2</sup>  Educational attainment: 31% Bachelor and higher degrees for NR (43% for NSW); 18% Advanced and Diplomas for NR (16% for NSW)  44% Certificate IV and III for NR (32% NSW) <sup>2</sup>  NR domestic violence crime rates are higher than NSW: 422 per 100,000, compared to NSW at 375 per 100,000 <sup>3</sup>	NSW Police, NSW Education and Communities, NSW FACS  Parents and Citizen Associations [P&Cs], NSW Teachers Federation, Student Councils,  Registered Training Organisations [RTOs]  primary and high school networks of teachers  Southern Cross University (SCU), TAFE NSW, Community Colleges	Schools, community services, communities AND families working together to create learning environments and teach children	<b>1.8.</b> Enhance involvement of communities in schools, in education and learning, include mentoring especially for youth at risk of disengaging  <b>1.9.</b> Support and strengthen early identification of children and young people who are disengaging from education  <b>1.10.</b> Implement mobile schools and learning facilities to increase access for isolated communities
Post school education					
Youth crime and recidivism data					

**Existing policy and planning context:** Keep Them Safe; Investing in the Early Years—A National Early Childhood Development Strategy; National Quality Framework for Early Childhood Education and Care; NSW 2021; Every Student, Every School

## Outcome 2: A region where people with disabilities reach their fullest potential

**Why this outcome is important:** The United Nations Convention on the Rights of Persons with Disabilities affirms the “the universality, indivisibility, interdependence and interrelatedness of all human rights and fundamental freedoms and the need for persons with disabilities to be guaranteed their full enjoyment without discrimination.” This outcome is about ensuring that people with disabilities are able to realise their dreams and potential in this region and improving outcomes for people with disabilities. This includes choices about education, employment, lifestyles, access to services, building connection and belonging and social inclusion for all, in line with National Disability Insurance Scheme approaches.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
individualised funding packages	Greater access to mainstream services	DSP pension recipients in NR region are almost twice NSW <sup>4</sup>	NSW FACS, NSW Ageing, Disability and Home Care (ADHC)  Mainstream community service providers [e.g. schools, early childhood education, housing, Registered Training Organisations (RTOs)]  NDIS and Ability Links NSW	Building connections and belonging in mainstream community settings  Person-centred practice and thinking in specialist and mainstream community services  Consideration for accessibility in institutional and mainstream settings, including physical, emotional and cognitive supports  Showcasing what is possible with community role models  Sharing stories with families	<p><b>2.1.</b> Develop capability of individuals and families to build natural supports</p> <p><b>2.2.</b> Empower individuals, families and carers to access the widest range of mainstream resources, specialist services and information networks</p> <p><b>2.3.</b> Support and strengthen early identification and intervention</p> <p><b>2.4.</b> Develop a peer workforce to contribute their unique lived experience, knowledge and capacities</p> <p><b>2.5.</b> Support the service system transition to individualised funding and person centred care with individuals, families and carers involved in service design</p> <p><b>2.6.</b> Advocate for, and strengthen, accessible and inclusive design of public spaces and events</p> <p><b>2.7.</b> Deliver community and employer education programs to decrease social exclusion</p> <p><b>2.8.</b> Build workforce capability and impact of services and projects for people with disability, including people with mental health issues</p> <p><b>2.9.</b> Map the profile of people with disabilities in the region, including who, what, how much, what is needed, potential to recognise gaps for children and young people</p>
disability support pension (DSP) recipients in NR	Natural supports provide as much or more support than funding programs				
Qualitative feedback from community engagement	People realise their dreams and aspirations				
	Positive role models from our region to the rest of the country				

*Existing policy and planning context:* Living Life My Way; Stronger Together; Ability Links NSW, National Disability Insurance Scheme (NDIS)



*Some days in the Northern Rivers you just want to get back to nature*, by Felicity McDonald

## Outcome 3: A region that closes the gap between Aboriginal and non-Aboriginal people

**Why this outcome is important:** in the Northern Rivers, as in other regions of Australia, Aboriginal and Torres Strait Islander people are significantly worse off than non-Indigenous people on many social indicators. The Australian Government's Closing the gap strategy has been formulated to address this inequity, and states that "engagement and partnership with Indigenous people and communities, building on their ideas, strengths and leadership, will help to find sustainable solutions to long-standing problems. Closing the Gap is a cross-community effort. The corporate, NGO and philanthropic sectors are also important to assisting Indigenous people and communities and contributing to Closing the Gap". We see that the Regional Social Plan should outline strategies our region will use to achieve better outcomes for Aboriginal and Torres Strait Islander people within our communities.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Strategy implementation by Aboriginal people	Close life expectancy gap within a generation	23% attainment of Year 12 for Aboriginal young people in region, compared to 38% non-Aboriginal and 52% NSW <sup>2</sup>	NSW Aboriginal Land Council, NR Aboriginal Land Councils, Elders	Aboriginal people involved in development of strategies and are drivers of action	<ul style="list-style-type: none"> <li>3.1. Involve Aboriginal people in design of services and programs for their communities</li> </ul>
Life expectancy	Halve gap in infant mortality rates for Indigenous children under five by 2018	Median age of Aboriginal people is 20, compared to 44 (non-Aboriginal) <sup>2</sup>	Non-government and government agencies in NR		<ul style="list-style-type: none"> <li>3.2. Government and non-government agencies implement Close the Gap strategies across the region</li> </ul>
Infant mortality					<ul style="list-style-type: none"> <li>3.3. Involve Elders and community in providing culturally supportive spaces and lessons in primary and high schools</li> </ul>
Literacy and numeracy	Halve the gap in reading, writing and numeracy within a decade	Aboriginal people constitute 4% of NR population, compared to 2.3% of NSW population <sup>2</sup>	NSW Department of Education and Communities (DEC), NSW FACS		<ul style="list-style-type: none"> <li>3.4. Advocate for funding and resources to teach community languages and culture</li> </ul>
Year 12 attainment	Halve the gap for Indigenous students in year 12 equivalent attainment by 2020		Aboriginal Medical Services, Aboriginal Legal Services, other Aboriginal organisations		<ul style="list-style-type: none"> <li>3.5. Support and strengthen Aboriginal employment opportunities and business development</li> </ul>
Employment outcomes			Primary and high schools Reconciliation Australia		<ul style="list-style-type: none"> <li>3.6. Advocate for funding for Aboriginal youth programs and services</li> </ul>

<sup>1</sup> These are the Closing the Gap targets

## Outcome 3: continued

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Human rights and social justice	Halve the gap in employment within a decade	49% Aboriginal young people less than 20 years, compared to 28% of non-Aboriginal <sup>2</sup>  20% Aboriginal unemployed in Northern Rivers, compared to 6% of entire population <sup>2</sup>	Southern Cross University, Gnibi, TAFE and other RTOs	Self determination	<p><b>3.7.</b> Encourage greater access for Aboriginal people to use health services earlier, e.g. prevention and early intervention services, nutritional and smoking cessation programs</p> <p><b>3.8.</b> Tailor justice, health, housing and community services to be culturally safe and supportive</p> <p><b>3.9.</b> Support children and young people to fully participate in school, community, culture and society</p> <p><b>3.10.</b> Foster and strengthen Aboriginal leadership and representation</p> <p><b>3.11.</b> Promote Reconciliation Action Plans to be developed across the region in non-government agencies and government. Support regional collaboration amongst reconciliation groups to enable sharing of existing learning and promote cross-cultural understanding.</p>

**Existing policy and planning context:** Northern NSW Health and Disease in the Aboriginal Community; NSW Aboriginal Employment Action Plan; NSW Aboriginal Education and Training Strategy 2009-2012; NSW Aboriginal Health Plan, 2013-2023; NSW Aboriginal Justice Plan: beyond justice 2004-2014, NSW Aboriginal Arts and Cultural Strategy, 2010; OCHRE Aboriginal Affairs Plan; Northern Rivers Regional Action Plan

# Sameside

Eli Pietens

This green jewel, north of the south and south of north  
The longitudinal apex of a pregnant continent  
A place where many are born and more come to be reborn  
The first to receive the sun's touch in the dawn.

Lessons taught aeons ago need to be learned  
Words from a thousand years ago need to be heard  
Our world is in flux and yet we resist the change  
Change that would see us in the end remain the same and regain

Thanks enough cannot be given to the elders of the old  
Who resided here with wisdom deep in the stories that they told  
Prophet prophit profit I'll follow you no more  
Until you can show me that you will not sacrifice your sons, your daughters.

Let us bloom, let us grow, let us think, let us know  
That the answer lies deep beneath the skin, inside us  
At the core of our being at the bones of who we are  
The heart that beats wildly, not the wound, nor the scar

Don't stain me, sustain me, I don't want to leave my mark upon the world  
Insane is exponential growth or another election  
Consume as fast as a furnace blast  
Slow down some, it's a journey, not a race to get further from the past.

I love this place and it loves me  
From the ragged ranges to the sanguine sea  
Let's put this zupzel in a natural order  
Not for us, not for me, but for our sons, for our daughters.

I wrote this poem with the thought of the North Coast, my home, on my mind. I am a proud Aboriginal person and this heritage gives me a long, tangible connection to the land, both in body and spirit. This is not my country traditionally however this does not lessen the respect I have for it and I believe this should be the same for all people who have come from different lands, whether from this country originally or from continents afar.

My eyes see the intense beauty this place possesses. My ears hear the conversations of the country and the folks who live here. I am privileged to live with the country and among the people of the north coast.

My concern for the future is the relationship we have with the land, this is no doubt shared by many people of our area. Farmers and rural folk are just as concerned as environmentalists and conservationists when it comes to the health of the land. Both understand that without it we are no more. We need it. It does not need us.

I often find that in conversation people love the same thing (in this case the country) yet often come to disagreement in regards to how it is cared for. Funny. If we get to the core of meaning we stand on the same side.

The poem I wrote speaks of pregnancy and children. This is because I have children who are proud to be North Coasters and Aboriginal. I want my culture to be taken seriously by the people who are given the responsibility to make decisions for the future, for it is not our future it is our children's.

I want decisions regardless of what they are considering to be made with the thought 'How will this affect my great great grandchildren? What will they think of me? Their answers should be heard above that of the profit maker that does not consider further than the end of the financial year.

40,000 years and likely more – That's sustainability. I think those old fellas had something right.

It's about time we listened.

Eli Pietens

*Winner of Our Communities Our Region Our Future Writing Competition*



*Riverbank*, by Ellee Sibley



*On the way to Murwillumbah*, by Rebecca Sweetnam



*Colours of the Tweed*, by Jim Wilson

## Outcome 4: A region where people are healthy

**Why this outcome is important:** Equitable access to quality, timely preventative, primary and community-based health care, including mental health, is critical to social inclusion.

According to the NSW Government's Northern Rivers Regional Action Plan, "a diverse health delivery system including primary health care, public hospitals, specialty health centres, mental health and dental service providers is needed to support the health needs of the community".

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Self-rated health	Increase in self-rated health	80% self-report positive health in NR (excellent, very good or good) <sup>5</sup>	NNSWLHD, NCML	Focus on social determinants of health: early life and children; education	<b>4.1.</b> Implement real time, online medical and health services, especially in the hinterland
Obesity rates			Bullenah Aboriginal Medical Service, Tackling Tobacco	employment, income and work; access to health care; social gradient; social security; lifestyle factors: food, addiction, stress; urban design; transport; social exclusion	<b>4.2.</b> Improve linkages between health and other sections of the service sector
% fruit and vegetable consumption	Reduce overweight and obesity rates of children / young people (5-16 years) to 21% by 2015	52% population overweight or obese <sup>5</sup>	Ngayundai Aboriginal Health Council		<b>4.3.</b> Implement a regional measure of health amongst children and young people, to track and support improvement of health in this cohort throughout the lifespan
Physical activity levels	Stabilise overweight and obesity rates in adults by 2015 and then reduce by 5% by 2020	Higher rates of fruit (56% NR; 52% NSW) and vegetable consumption (12% NR; 9% NSW); and physical activity levels (56% NR; 54% NSW) to NSW <sup>5</sup>	University Centre for Rural Health (UCRH)		<b>4.4.</b> Support health services to become more culturally safe to increase use of services by Aboriginal people
Alcohol attributable hospitalisations			RDA-NR, NRSDC		<b>4.5.</b> Strengthen preventative health programs
Life expectancy	Increase in fruit and vegetable consumption		Community Services and Health Industry Skills Council		<b>4.6.</b> Link smoking cessation initiatives across the region
Smoking prevalence			Pharmacies		
Immunisation levels	Increase participation in sport, recreation arts and culture by 10% by 2016	Life expectancy at birth slightly below NSW <sup>5</sup>	Save Our Services - Upper Clarence Health Care Inc	Peer support	<b>4.7.</b> Support new NSW legislative changes to reduce exposure to smoke in public places and reducing children's exposure to smoke in homes and cars
	Decrease in alcohol attributable hospitalisations	Alcohol attributable hospitalisations higher in NR (750/100,000 people) than NSW (650/100,000) <sup>5</sup>		Cross generation mentoring	<b>4.8.</b> Improve access to GPs and specialist services
	Decrease in smoking prevalence	18% population smoking <sup>5</sup>			<b>4.9.</b> Advocate for investment into the identified priorities of the NCML After Hours Program Stage 2 Plan 2013-14

## Outcome 4: continued

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Access to health services Community wellbeing survey	<p>Increase in immunisation levels</p> <p>Improve access to quality, timely health care</p> <p>Increase in access to health services</p> <p>Reduce demand for final stage health care, increase early intervention</p> <p>Improve access to GPs, after hours and specialist services</p> <p>Online health service delivery helping meet needs in remote parts of the region</p>	<p>85% immunisation for 12-15 month year olds in 2009<sup>5</sup></p> <p>North Coast Medicare Local (NCML) After Hours Primary Care Stage 2 Needs Assessment provides data on current primary care access and after hours priorities<sup>6</sup></p>		Online access to information	<p><b>4.10.</b> Advocate for the creation of allied health support positions (and accompanying accredited training) to assess needs and coordinate allied health services delivery for service users in remote and regional areas</p> <p><b>4.11.</b> Advocate for implementation of recommendations from Provided There's Transport: transport as a barrier to accessing health care in NSW, NCOSS 2012.</p> <p><b>4.12.</b> Develop a flexible Aboriginal Health Transport strategy</p>

**Existing policy and planning context:** Northern NSW Health and Disease in the Aboriginal Community; NSW Aboriginal Employment Action Plan; NSW Aboriginal Education and Training Strategy, 2009-2012; NSW Aboriginal Health Plan, 2013-2023; NSW Aboriginal Justice Plan: beyond justice 2004-2014, NSW Aboriginal Arts and Cultural Strategy, 2010; OCHRE Aboriginal Affairs Plan; Northern Rivers Regional Action Plan

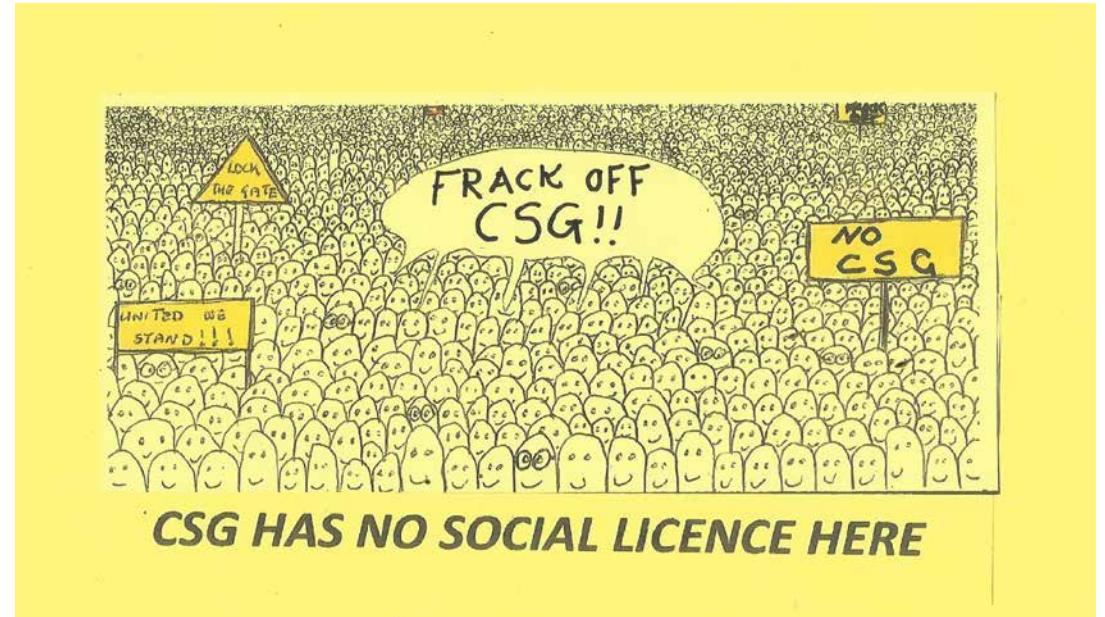


*Chillin out on the farm*, by Michael Smith

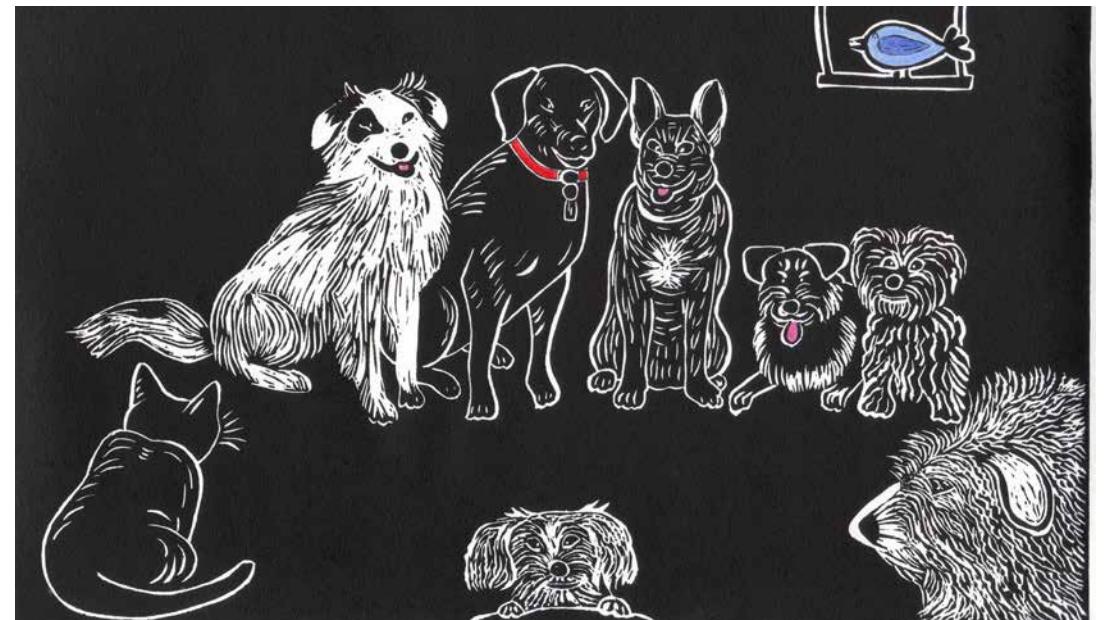


*Home*, by Bruce Tate

*CSG has no Social License here*, by Harmony Walsh



*Family*, by Christine Cameron



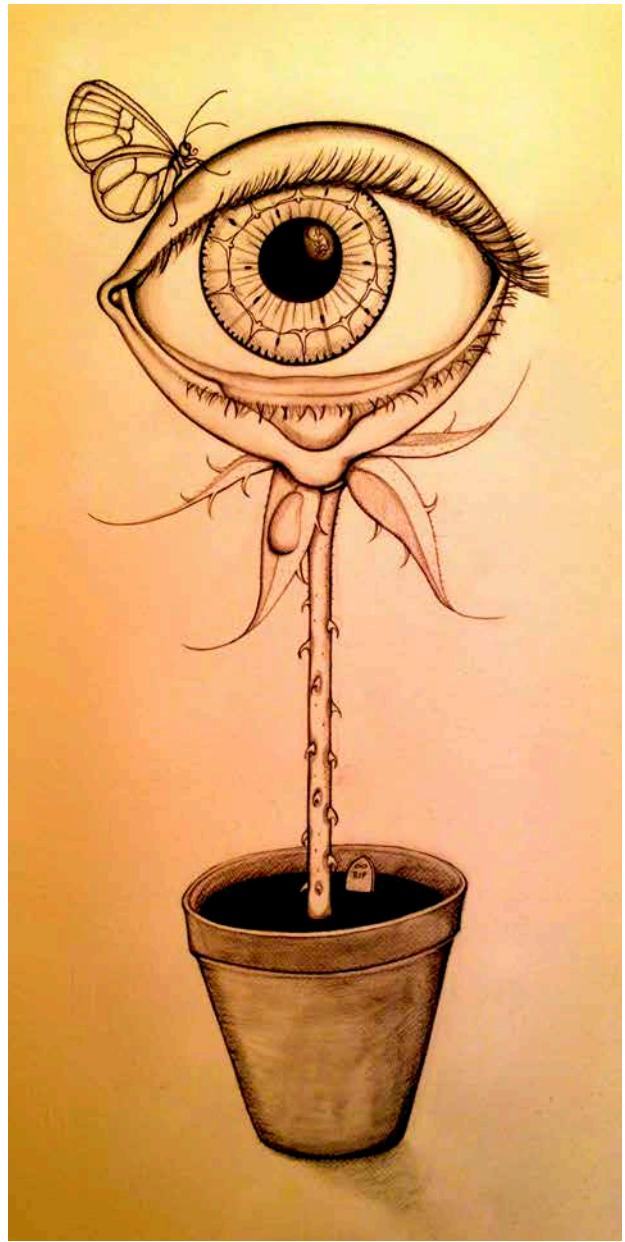
## Outcome 5: A region where people participate in meaningful employment and education

**Why this outcome is important:** This outcome recognises the significant social benefits of access to meaningful employment and education, both on the individual and family levels and in benefits to entire communities. According to the Productivity Commission's July 2013 report 'Deep and Persistent Disadvantage', "rates of income poverty, deprivation and social exclusion are high among the unemployed and jobless households". This outcome also seeks to recognise the long-term benefits of employment, education and life-long learning to the development of dynamic, resilient communities.

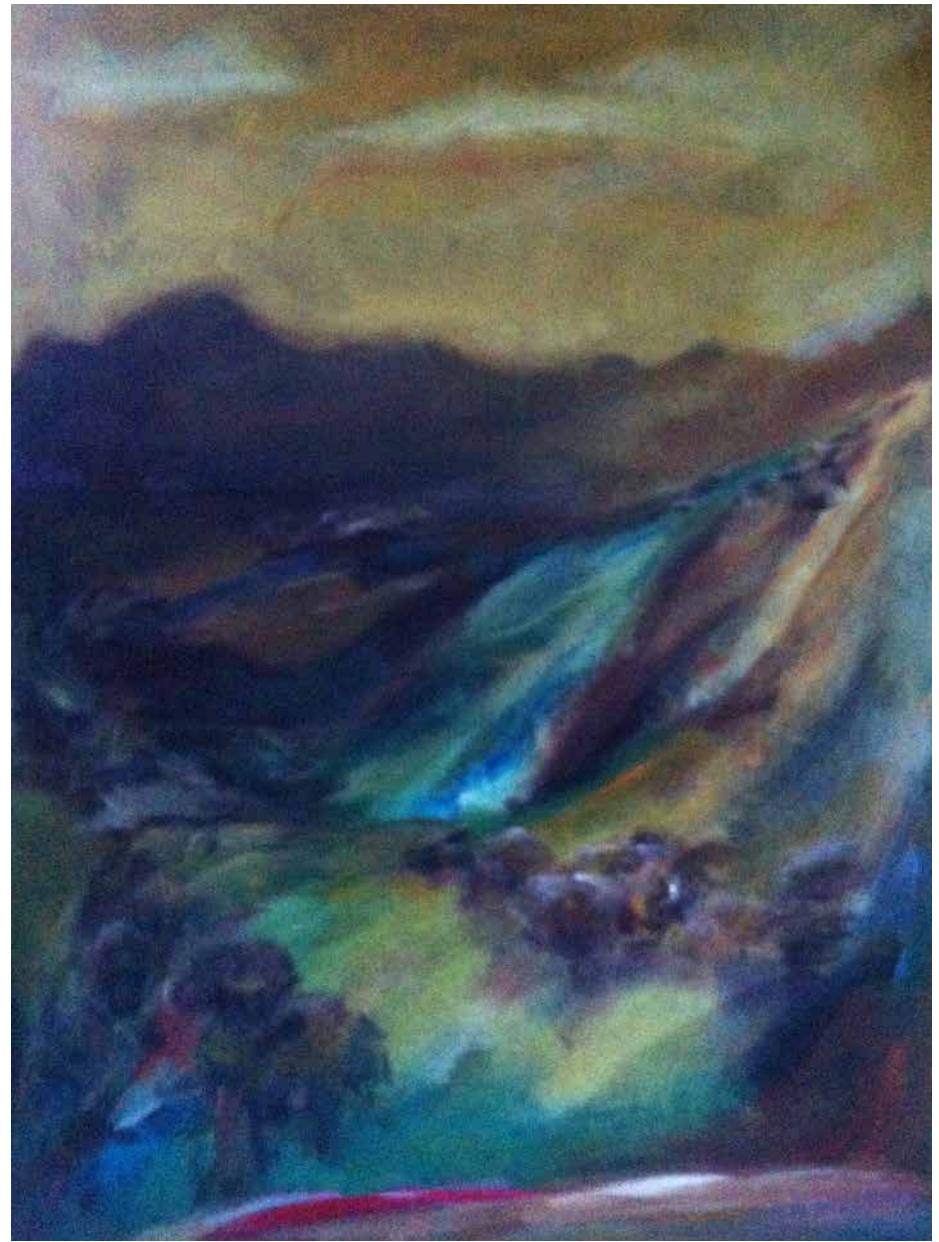
How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Labour force participation	Increased labour force participation and reduced unemployment	55% labour force participation (64% for NSW) <sup>7</sup>	Southern Cross University, RDA-NR	Job creation	<b>5.1.</b> Invest in job creation programs
Unemployment	More secure employment	6% unemployment (5% NSW) <sup>7</sup>	TAFE, Community Colleges and other RTOs	Lifelong learning	<b>5.2.</b> Foster growth in social enterprise to create employment opportunities based on viable business models
Employment status – part-time, full-time, less than 15 hours/ week	Resilience to changing workforce requirements	13% worked less than 15 hours/week (10% NSW) <sup>2</sup>	U3A	Alternate and flexible pathways	<b>5.3.</b> Equip people with skills to transition into changing employment opportunities
Transition from school to university	Increased university participation and completion	34% part time employment (28% NSW) <sup>2</sup>	DEEWR, Local Employment Coordinators (LECs) and Regional Education, Skills and Jobs Coordinators	Recognition of prior learning	<b>5.4.</b> Support long-term unemployed, under-employed and employees at-risk to access integrated education, training and employment programs
Post-school qualifications	People have choices for participation in both employment and education	52% full time employment (60% NSW) <sup>2</sup>	NSW DEC, State Training Services, Industry Skills Councils; JSAs/DES employment providers	Linking education activities to employment opportunities	<b>5.5.</b> Map industry skill needs and match to employment pathways and skills development programs
	Decreased percentage of employment by government and increased employment in private enterprise	NR has lower rates of transition to university (11%, compared to 29% NSW) <sup>8</sup>			<b>5.6.</b> Provide opportunities for training and education to enable life-long learning <b>5.7.</b> Improve collaboration between industry training providers <b>5.8.</b> Support implementation of existing employment and economic plans for the region

**Existing policy and planning context:** Regional Education, Skills and Jobs Plan – Northern Rivers; Regional Employment Plan – Richmond-Tweed and Clarence Valley Priority Employment Area; Northern Rivers Regional Action Plan; Northern Rivers Regional Industry and Economic Plan; Smart and Skilled Industry Profiles; Northern Rivers Regional Plan 2013-2016.

**It is noted that the Regional Employment Plan and the Regional Industry and Economic Plan have more comprehensive approaches to employment generation than the Regional Social Plan. Consequently the strategies for this outcome are primarily focused on the members of the community most at risk from gaining meaningful employment**



*Eye Plant*, by Nicolle Reeves



*Lock the Gate, Save the Land*, by Hillary Austin

## Outcome 6: A region of appropriate and affordable housing where no one has to be homeless

**Why this outcome is important:** The Productivity Commission's 2013 'Deep and Persistent Disadvantage Report' identifies that "housing stress is more prevalent among households where the main source of income is either the Newstart Allowance or the job seeker Youth Allowance" and highlights the impacts of housing stress and homelessness on relationships, family violence, health, mental health, drug and alcohol abuse and educational performance. We see that access to affordable housing and ending homelessness in the region as critical to social inclusion and community wellbeing.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Rental and mortgage costs	Decrease mortgage and rental stress rates, particularly for low income earners	Mortgage (16%) and rental stress (38%) higher in Northern Rivers: NSW 11% mortgage and 29% rental stress <sup>8</sup>	Local governments NR Housing Forum, and sub-regional networks in Clarence, Tweed and Richmond, NRSDC	Flexible housing design Integrated support services system More efficient use of existing resources	<b>6.1.</b> Attract National Rental Affordability Scheme (NRAS) incentives to the region <b>6.2.</b> Advocate for Local Councils to map local housing supply and demand and develop local housing strategies <b>6.3.</b> Promote and educate affordable housing design and construction <b>6.4.</b> Demonstrate and educate about flexible housing design and construction – adaptable housing through the life cycle
Household incomes		Variation in housing costs across the region <sup>9</sup>	Regional Community Housing Providers and Specialist Homelessness Services	Attract appropriate housing development Private sector partnerships	<b>6.5.</b> Advocate for planning reform process to include/reflect local conditions <b>6.6.</b> Educate and advocate for more efficient use of existing housing resources – housing 'matching' service, support/encourage sharing/borders
Mortgage and rental stress	Less variation in housing costs across the region		NSW Aboriginal Housing Office; Aboriginal Tenancy Advocacy and Advice Services YFoundations, Shelter and other peaks	Crisis refuges Transitional housing	<b>6.7.</b> Improve access for people with complex needs through providing supported tenancy services in partnership with real estate agents <b>6.8.</b> Strengthen the Northern Rivers Housing Forum, creating a strong voice for the region
Housing tenure	Decrease rates of people experiencing homelessness by 10% and reduce period of homelessness by 2 weeks	Waiting times for social housing greater than 10 years on the coast and between 2-10 years for rest of region <sup>9</sup>	Housing NSW and Planning NSW Centrelink		
Homeless-ness data	Greater options for emergency accommodation Access to water and toilets in locations for homeless people	Higher rates of homelessness compared to NSW <sup>10</sup> 20% of state rough sleepers are in NR <sup>10</sup>	Regional Homelessness Action Plan (HAP) Committee, Housing NSW, Tenancy Advocacy and Advice Services		

## Outcome 6: continued

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
		14% of community wellbeing survey respondents had experienced homelessness, 30% for more than 3 months <sup>11</sup>	Real Estate Agents  Other support providers, e.g. Neighbourhood Centres, emergency relief, financial counselling, family support, youth workers  NSW FACS, Australian Institute of Health and Welfare (AIHW)		<p><b>6.9.</b> Advocate for National Housing Supply Council to provide regionally disaggregated data</p> <p><b>6.10.</b> Influence the allocation of resources on the basis of need in the region, based on Going Home Staying Home research</p> <p><b>6.11.</b> Influence next Regional HAP to reflect the conditions in the Far North Coast and respond to homelessness needs in NR</p> <p><b>6.12.</b> Increase availability of emergency and supported accommodation where and when people need it</p> <p><b>6.13.</b> Improve integration and collaboration between mainstream and specialist services, enabling early intervention; sustaining tenancies; collecting and sharing evidence; and accessing suitable accommodation</p> <p><b>6.14.</b> Engage local government in collaboration on planning regulation to reduce barriers for potential accommodation providers.</p>

**Existing policy and planning context:** Northern Rivers Regional Action Plan; National Rental Affordability Scheme; Going Home Staying Home; Northern Rivers Homelessness Action Plan; NSW 2021; National Partnership Agreement on Homelessness NSW 2009-2013

## Outcome 7: A region of people who value and enjoy our unique natural, artistic and cultural assets

**Why this outcome is important:** Access to natural, arts and cultural assets contributes to community wellbeing and is a significant factor in social determinants of health.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Community wellbeing survey – participation in arts and cultural activities	Increased participation in arts and cultural activities	52% community wellbeing survey respondents participate in arts and cultural activities <sup>11</sup>	Arts Northern Rivers Local Government NR Creative Industries Consortium	Community involvement and ownership of arts and cultural assets Conservation and protection of threatened and endangered natural assets	<b>7.1.</b> Support participation in arts and cultural activities for all <b>7.2.</b> Maintain and enhance regional arts, cultural and natural resources
Who cares about the environment survey <sup>12</sup>	Impacts of industry minimised on environment	56% community wellbeing survey respondents agree or strongly agree there are adequate opportunities to participate in arts and related activities <sup>11</sup>	Northern Rivers Catchment Management Authority (NRCMA) North Coast Local Land Services	Land management practices that reduce impacts on the environment Land use planning	<b>7.3.</b> Promote the contribution of the natural environment and natural infrastructure to community wellbeing <b>7.4.</b> Support implementation of the Northern Rivers Catchment Action Plan
Regional State of the Environment Report <sup>13</sup>					

**Existing policy and planning context:** Northern Rivers Arts and Creative Industries Strategy 2009-2012; Northern Rivers Regional Plan 2013-2016; Northern Rivers Regional Action Plan; Regional Industry and Economic Plan; Northern Rivers Catchment Action Plan 2



*Shattered Parts*, by Jacqueline King



*Moon Goddess*, by Nicolle Reeves

## Outcome 8: A region where people can get around easily

**Why this outcome is important:** The NSW Government's Northern Rivers Regional Action Plan states that "An effective transport system is essential for the economic and social viability of communities in regional NSW. The community noted that the availability of public transport in the Northern Rivers can limit people's access to employment, services and community activities". Benefits of a more accessible transport system include: more affordable transport options within and between communities, reduced transport disadvantage, increased access to goods and services, increased mobility, reduced social isolation, improved access to employment and education, improved road safety and connection between economic hubs.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Motor vehicle ownership passenger vehicles, buses, motorcycles	Transport disadvantage reduced	3,465 passenger vehicles per 7,000 people; 31 buses per 7,000 people and 180 motorcycles per 7,000 people registered in NR in 2010 <sup>4</sup>	Sustain Transport Buslines NRSDC Community Transport providers		<ul style="list-style-type: none"> <li><b>8.1.</b> Support and advocate for resources to implement Sustain Transport Action Plan</li> <li><b>8.2.</b> Develop a flexible Aboriginal Transport Strategy through a collaborative, Aboriginal-led process</li> <li><b>8.3.</b> Advocate for:           <ul style="list-style-type: none"> <li>• collection of local transport data</li> <li>• increased subsidies under Taxi Transport Subsidy Scheme</li> <li>• increased bus routes and frequencies between and within communities and connections with other transport modes, e.g. trains and airports</li> <li>• equalisation of fares state-wide</li> <li>• changes to contracting system to support diversification of public transport options</li> <li>• development of equitable nation-wide concessions system</li> <li>• 131500 website and app to be rolled out in Northern Rivers</li> <li>• investment to maintain local roads and bridges</li> <li>• completion of upgrade of Pacific Highway to dual carriageway</li> </ul> </li> </ul>
Transport fare data	Transport no longer a barrier to access goods and services				
Local and regional transport studies	Greater access to employment and education	Regional fares comparison shows that on average fares are twice the cost of metro rates <sup>14</sup>			
	Increased mobility				
	Wider transport options				
	Cost effective transport options	Northern Rivers transport survey identified dependency on cars <sup>11</sup>			
	Reduced social isolation				
	Less car dependency	Half Northern Rivers transport survey respondents unable to make trips they would like to due to lack of transport <sup>11</sup>			
	Improved transport information – 131500 number and app rolled out across the state				

## Outcome 8: *continued*

<b>How will we measure this?</b>	<b>What would these conditions look like?</b>	<b>Measures – how are we doing?</b>	<b>Potential partners</b>	<b>What works?</b>	<b>Strategies</b>
					<p><b>8.4.</b> Promote and strengthen transport information resources e.g. Northern Rivers Carpool, goingplaces website</p> <p><b>8.5.</b> Promote and provide infrastructure to enable active transport options e.g. walking, cycling</p> <p><b>8.6.</b> Assess feasibility to establish a real-time, localised Transport Information and Coordination Service in NR region</p> <p><b>8.7.</b> Investigate options for improving and strengthening real-time ride share functionality</p>

**Existing policy and planning context:** Sustain Transport Action Plan; Transport Masterplan; Northern Rivers Regional Action Plan

# A Reflection

My community is my life. My life is everything.

From the cradle to the grave I travel, my footsteps my own from which to unravel

Embracing those that both live and share, a unique way of life and a duty of care

A region full of vibrant colour and gloss, from the easterly sands to the westerly moss

People from all walks of life set the tone, creating a space which we all call home

From builders and tradies to hippies alike, we gather together via tractors and bikes

Not only to challenge our preconceived pasts, but to implement and nut out a future  
that lasts

The city the town the village the street, the park and the pub and the places we meet

To eat and to laugh or disagree as we vote, a mutual respect between Buddha and Pope!!!

Tofu chips with a wheatgrass shake, sit side by side with a sirloin steak

Barefoot kids in frills and tutus, mix with tuff little nuggets in shorts and shoes

Hills and beach, mansion or shack, a magical rainbow that brings people back

A place so treasured in fact maybe loved to death, the problems we face need a  
big deep breath

Like most things in life we need to discuss how to plan for our future with respect and trust

The coming of minds both past and present, common ground found, robust but pleasant

Our strengths lie in the people we are, dynamic involvement, mixed genders mixed class

A vivid assortment of races and creed, shared common goals and bright coloured dreams

What sets us apart is our lust for life, our love for the planet and our zest for the fight

We demand nothing less than what is fair, as we strive to survive with outspoken flair

Our ethics and morals are loud, a unique community that stands out from the crowd

Not arrogant elitist or pure, but concerned global citizens with love at our core

Our children are both creative and strong, with a clear sense of justice of what's right and  
what's wrong

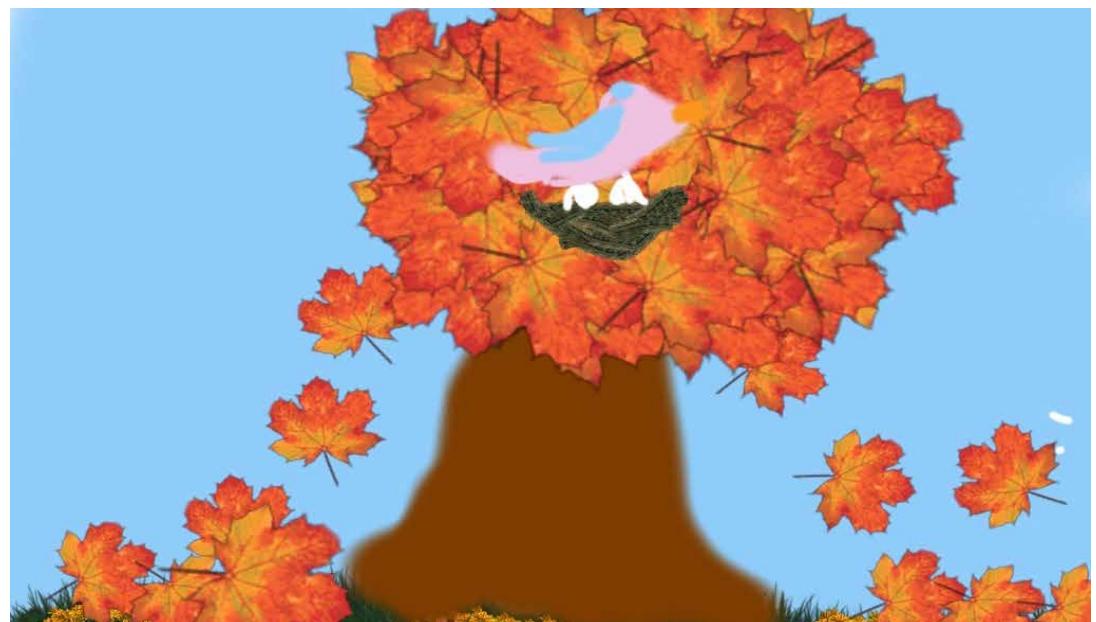
And as the sun sets on a generation past, it is with great confidence that the baton  
is passed

My community. My life.

Kol Diamond

*2nd place winner, Our Communities, Our Region, Our Future, Writing Competition*

*Maple Tree*, by Lennox Thomson



*Summer Daze*, by Kim Tidyman



## Outcome 9: A region with sustainable, viable, community assets e.g. community halls, public spaces, volunteer and social groups, schools, parks and gardens

**Why this outcome is important:** Community assets can be significant builders of social capital, community connectedness, economic diversity and activity.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Community connectedness/volunteering rates, participation in community groups	<p>Efficient use of resources</p> <p>Income generation sustaining community assets</p> <p>Community ownership and pride in community assets</p> <p>Financial and rural viability</p>	<p>62% of survey respondents participate in community groups<sup>11</sup></p> <p>21% of Northern Rivers population 15 years and older volunteer<sup>2</sup></p>	<p>Local government</p> <p>Regional media</p> <p>Community groups, social clubs and volunteer groups</p> <p>NRSDC</p> <p>Schools</p> <p>Resident action groups</p> <p>Residents</p>		<p><b>9.1.</b> Map community assets and who manages them on a local government level; promote multi-purpose use of facilities, including fee for service options</p> <p><b>9.2.</b> Consult with communities and villages on the development, management and use of assets</p> <p><b>9.3.</b> Support the development of governance skills for community management committees (training, mentoring, volunteering)</p> <p><b>9.4.</b> Support and promote involvement of the community to maintain community assets</p> <p><b>9.5.</b> Showcase models of community and corporate financing and ownership of assets</p>

*Existing policy and planning context:* National Volunteering Strategy

## Outcome 10: A vibrant, innovative regional economy

**Why this outcome is important:** Economic development and entrepreneurial activity creates employment and positive social/environmental outcomes. This outcome recognises that a vibrant, innovative regional economy enables us to manage our challenges and opportunities including: ageing workforce; supporting industries which have growth potential in a global economy; attracting and retaining entrepreneurial expertise; retention of local knowledge; maintaining rural viability, and readiness for National Broadband Network (NBN).

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Business size	Economic activity fit for purpose, building on our key industries and economic strengths	Predominance of small business (65% sole traders and 32% businesses with 1-19 employees) <sup>15</sup>	RDA-NR, NSW Trade and Investment, NSW Department of Primary Industries, DEEWR	Optimise outcomes by leveraging growth in unique regional strengths and assets, e.g. health and education for older population	<b>10.1.</b> Capitalise on existing industry strengths, skills base and supply chains
Labour force participation and unemployment rates	Rural viability	55% labour force participation (64% for NSW) <sup>7</sup>	NSW Health, Southern Cross University, TAFE, NSW Department of Education and Communities, State Training Services	Industry clusters and networks	<b>10.2.</b> Prioritise succession planning in health, community services, agriculture sectors
Median age of employees in key industry sectors	Local business takes advantage of NBN and engages in global marketplace	6% unemployment (5% NSW) <sup>7</sup>	Business and industry stakeholders, e.g. Industry Associations, Chambers of Commerce		<b>10.3.</b> Support alternate models of work for people approaching retirement
Gross regional production	Economic activity has positive social and economic outcomes	Median age of farmers 53 years compared to 40 years for occupations people in other sectors <sup>16</sup>	Local government, Social Traders, Social Ventures Australia, Centre for Social Impact, NRSDC		<b>10.4.</b> Support transition to global digital economy
Employment in key industry sectors		46% employees in health care and social assistance aged 45 and over <sup>17</sup>	Small Business Connect Providers		<b>10.5.</b> Foster social enterprise and social business that creates social and/or environmental benefit
					<b>10.6.</b> Provide education about new media development and the digital economy
					<b>10.7.</b> Promote regional opportunities, products and services
					<b>10.8.</b> Foster innovation projects e.g. waste reducing / recovery project on regional level
					<b>10.9.</b> Support the implementation of regional and local economic development plans

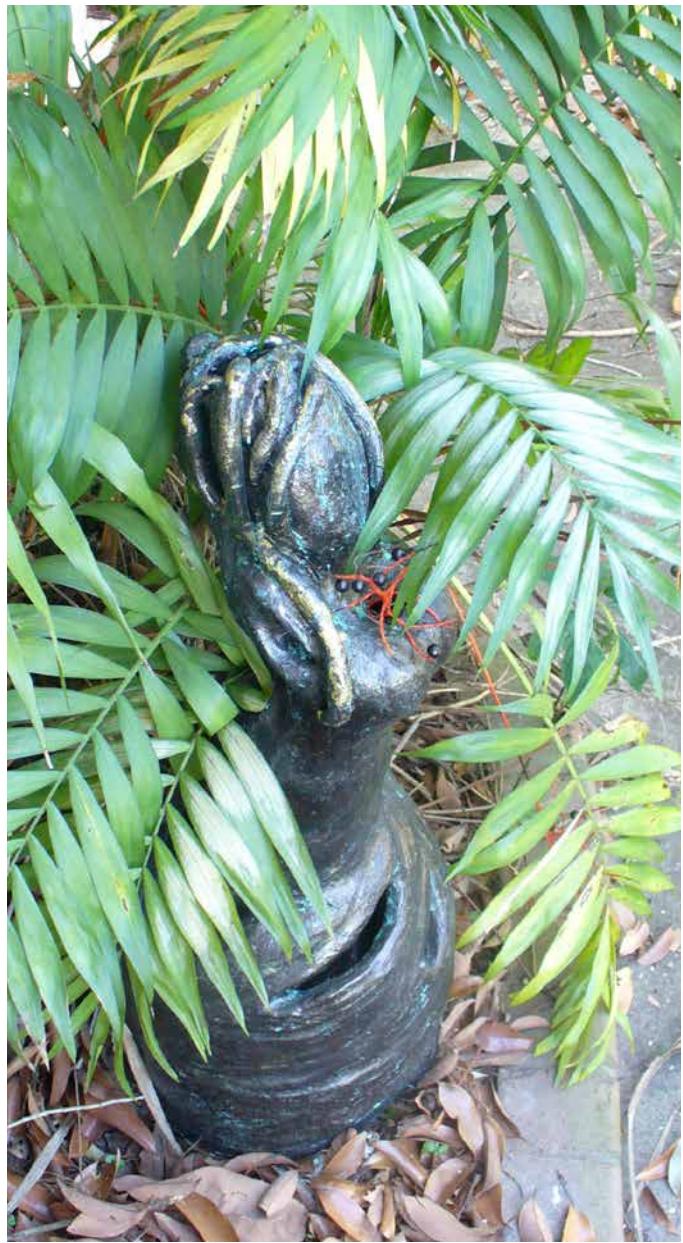
**Existing policy and planning context:** Northern Rivers Regional Industry and Economic Plan; Northern Rivers Digital Economy Strategy; Northern Rivers Regional Plan 2013-2016; Northern Rivers Regional Action Plan; NSW 2021

## Outcome 11: A region with affordable, safe, food

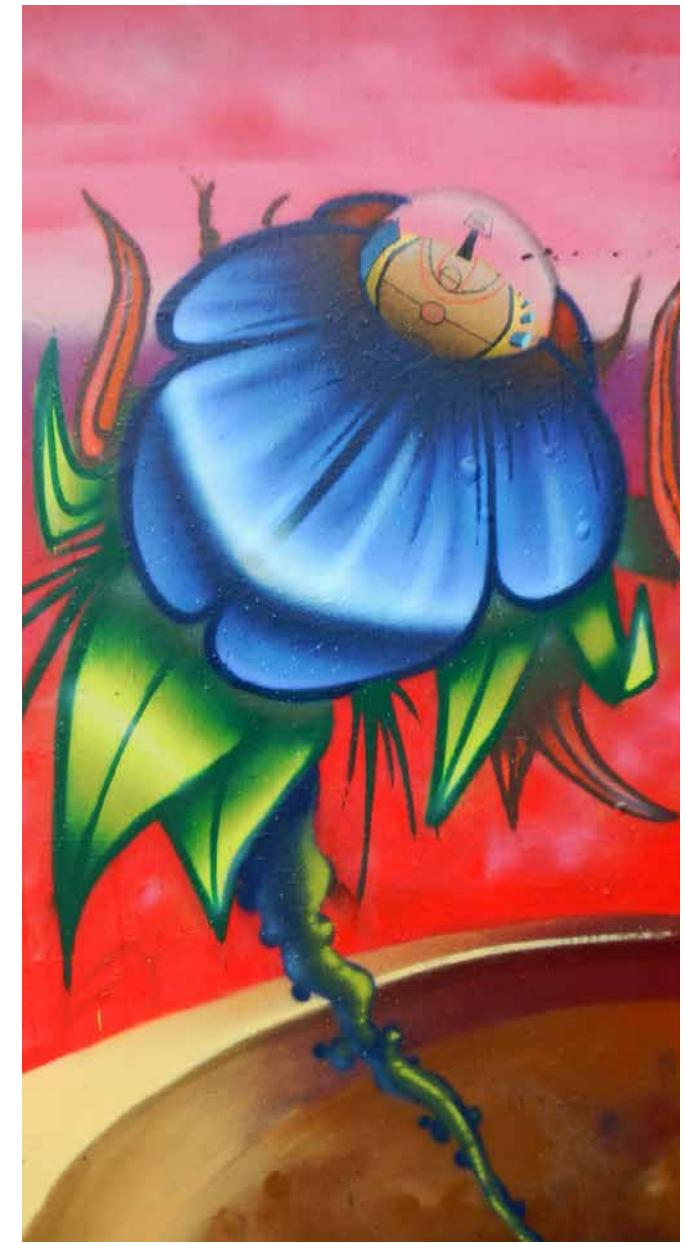
**Why this outcome is important:** Build on existing Sustain Food collaboration, to “create a food system that respects our bodies, our communities, our producers and our land”. This outcome recognises nutrition and health benefits to individuals, families and communities of local, affordable, safe food and the impact to local sustainability.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Fruit and vegetable consumption rates	Retention and protection of agricultural land	Higher rates of fruit (56% NR; 52% NSW) and vegetable consumption (12% NR; 9% NSW); and physical activity levels (56% NR; 54% NSW) to NSW <sup>5</sup>	Sustain Food Working Group  NNSWLHD  RDA-NR		<b>11.1.</b> Collaborate to support the implementation of the Sustain Food Road Map
Employment in agriculture	Affordable nutrition				<b>11.2.</b> Build skills, awareness and capacity for home and community gardening
Contribution of agriculture to gross regional product	Less reliance for emergency food relief		NSW Department of Primary Industries		<b>11.3.</b> Raise awareness in community and industry about options for buying local food e.g. local farmers markets, sustainfood.com.au website, MyFood Northern Rivers phone app, labelling food as locally produced
Household incomes	Decreased waste of food	Agriculture, Forestry and Fishing constitutes 5% of local GRP <sup>18</sup> and employment <sup>2</sup>	Training providers		
Emergency food relief	Greater awareness of food production	53% of households earn less than \$1,000 per week (38% in NSW) <sup>2</sup>	Food and agricultural industry		<b>11.4.</b> Build skills and capacity for improved nutrition and low cost food
	Use of food information tools and resources	78% of consumers buy locally grown produce if value and availability are right <sup>19</sup>			

*Existing policy and planning context:* Sustain Food Roadmap; NSW 2021; National Food Plan



*Spreading Seeds*, by Deborah Gower



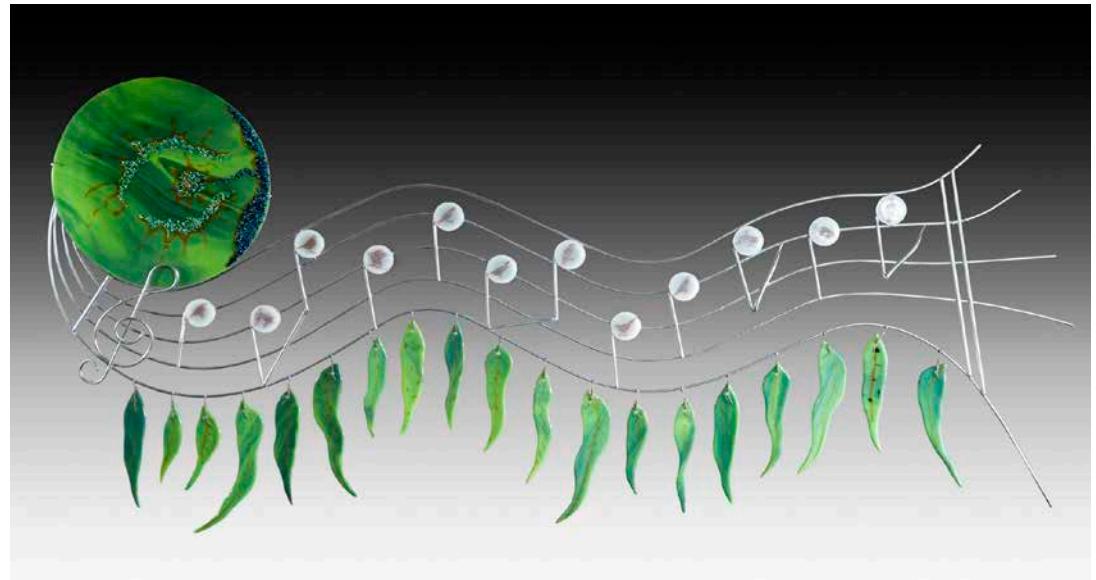
*The Basketball Flower*, Anonymous

## Outcome 12: A clean energy future for our region

**Why this outcome is important:** Long-term sustainability of region and the communities that live within it. This outcome also has a policy imperative, in line with national carbon reduction targets and the need to reduce greenhouse gas emissions. Community engagement identified the opportunity for greater regional investment and employment through the achievement of this outcome.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Consumer attitudes and behaviours regarding energy use, choices and impacts	Renewable energy sources increased to 20% by 2020	Significant community concern about CSG mining	Sustain Energy, RDA-NR, NSW Office of Environment and Heritage, NSW Trade and Investment, NSW Department of Primary Industries, Local Government, Southern Cross University		<b>12.1.</b> Support and advocate for resources to implement Sustain Energy Action Plan: specifically to: <ul style="list-style-type: none"> <li>• collate regional energy data</li> <li>• understand current and projected energy demand</li> <li>• identify viable future renewable energy sources</li> <li>• develop a regional carbon emissions reduction program</li> <li>• develop sustainable business models and investment briefs</li> <li>• support with communications and marketing strategy targeting behavioural change</li> </ul>
	Greenhouse gas emissions reduced by 20% by 2020	28% of Northern Rivers annual electricity consumption could be met by the main bioenergy feed stocks <sup>20</sup>	Local community and environmental and energy action groups		<b>12.2.</b> Raise awareness about energy options, local and community responses, and generate community ownership of problems and solutions

**Existing policy and planning context:** Sustain Northern Rivers Energy Action Plan; North Coast Bioenergy Scoping Study; Australian Government, Clean Energy Future; NSW Government, Renewable Energy Action Plan; Australian Energy White Paper, Australia's Energy Transformation; Australian Bioenergy Roadmap



*Voice of the Caldera*, by Jacqueline King



*Untitled*, by Christian Griffiths

## Outcome 13: A region with integrated, accessible services

**Why this outcome is important:** In the Northern Rivers, the largest growing employment sector is in community services and health and this sector services a wide range of community needs and significantly contributes to community health and wellbeing. Our strategies are designed to result in a service system based on evidence of the needs and strengths of our communities and will result in efficient and equitable use of existing resources.

How will we measure this?	What would these conditions look like?	Measures – how are we doing?	Potential partners	What works?	Strategies
Employment in health care and social assistance, education and training  Government investment into service delivery	Channel funding into evidence-based gap areas  More efficient assessment and service delivery system  Outreach services in sparsely populated hinterland areas  No wrong door, service access experience for community is seamless in the 'front office'		Government and non-government service providers  Consumer advocacy groups  NCOSS,  ACOSS	Integration and collaboration  Evidence-based practice	<p><b>13.1.</b> Localise decision making and planning, linking on-the-ground engagement and feedback directly with resource allocation and program development</p> <p><b>13.2.</b> Develop and implement evidence-based approaches to service delivery: non-government organisations (NGOs) and government collect, share and communicate common data; programs and services based on evidence</p> <p><b>13.3.</b> Collaborate to ensure communities and consumers have timely access to the best available resources to meet their needs</p> <p><b>13.4.</b> Advocate for:</p> <ul style="list-style-type: none"> <li>• recognition/resourcing for coordination and integration of programs and services</li> <li>• flexible funding to enable tailoring of services and programs to the local conditions, e.g. transport for outreach to isolated communities, purchase of services</li> <li>• transparency /sharing data collection and communication, funding, policy and resource allocation</li> </ul> <p><b>13.5.</b> Facilitate pathways for community through enabling holistic, quality service delivery</p>

*Existing policy and planning context: Models of Integration and Collaboration; AIHW, Effective practices for service delivery coordination in Indigenous communities 2011*

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# 04 Appendices

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# List of Acronyms

ACOSS	Australian Council of Social Services	NBN	National Broadband Network
ADHC	NSW Ageing, Disability and Home Care	NCML	North Coast Medicare Local
AECGS	Aboriginal Education Consultative Groups	NCOSS	National Council of Social Services
AEDI	Australian Early Development Index	NDIS	National Disability Insurance Scheme
AIHW	Australian Institute of Health and Welfare	NGOs	Non-government organisations
CEE	Centre for Epidemiology and Evidence	NNSWLHD	Northern NSW Local Health District
DVCAS	Domestic Violence Court Advocacy Service	NR	Northern Rivers
DEC	NSW Department of Education and Communities	NRAS	National Rental Affordability Scheme
DES	Disability Employment Services	NRCMA	Northern Rivers Catchment Management Authority
DEEWR	Australian Government Department of Education Employment and Workplace Relations	NRSDC	Northern Rivers Social Development Council
DOHA	Department of Health and Ageing	NWDF	National Workforce Development Fund
DSP	Disability Support Pension	OTCP	On Track Community Progams
FACS	NSW Government Family and Community Services	P&Cs	Parent and Citizen Associations
GRP	Gross Regional Product	RDA-NR	Regional Development Australia – Northern Rivers
HAP	Homelessness Action Plan	RIEP	Regional Industry and Economic Plan
HWNS	House With No Steps	RTO	Registered Training Organisation
JSA	Job Services Australia	SCU	Southern Cross University
NAPLAN	National Assessment Program – Literacy and Numeracy	UCRH	University Centre for Rural Health
		U3A	University of the Third Age



Rescue, Rehabilitation, Release, by Linda Dennis

Back cover image: *Some Days in the Northern Rivers You Admire a Fig Tree* by Bruce Fleming



## NORTHERN RIVERS REGIONAL SOCIAL PLAN

2013-2018



### Implementation Partners

