

Stronger Families and Communities Strategy

Lewis E* & Taylor C

Department of Family and Community Services, Australia

Abstract

The Australian Government's Stronger Families and Communities Strategy is a new and innovative approach that acknowledges that community engagement and ownership are critical to achieving sustainable outcomes. The Australian Government seeks advice from experts in the business, research, academic and community sectors; builds collaborative relationships with state, territory and local governments; forges partnerships with non-government organisations; empowers communities; and concentrates on preventative, rather than reactive policies. The many forms of community engagement utilised by the Australian Government are exemplified in the Communities for Children initiative funded under the Stronger Families and Communities Strategy.

Communities for Children is a place-based response to program management and service delivery focussed on children up to five years old and their families. It links service providers under a lead non-government agency that oversees broad community consultation to develop bottom-up solutions that address locally identified needs. Local non-government organisations are considered to have the skills, resources and governance structures to deliver whole-of-community responses to improve outcomes for children and families.

State, territory and local governments have been engaged in ongoing consultations. In a collaborative process, they have contributed to identifying disadvantaged communities, mapping local services, identifying service gaps, and developing service delivery plans that ensure existing services were not duplicated or replaced.

Representatives from the business, academic, research and community sectors provide high-level oversight of the initiative. They also provide strategic advice to the Australian Government on a range of approaches to strengthening families and communities to improve outcomes for children. They identify emerging needs, gaps in service delivery, and improvements that could be made to the initiative.

A committee of local community representatives is the key decision-making mechanism for the initiative. They develop and support the implementation of a four-year strategic plan and manage the disbursement of funds to deliver the activities identified.

The Communities for Children initiative is still in its infancy and new issues are continuing to emerge. The Australian Government, non-government organisations and the local community are responding to these issues in genuinely collaborative ways. Because of the collaborative partnerships with the community and the innovative approach to service delivery, Communities for Children is emerging as a new model for public policy development and delivery at a national level in Australia.

Keywords

Children, communities, government, non-government, partnership

Introduction

Much of the social policy direction of the Australian Government over the past few years has been underpinned by the concept of 'partnership'. The distinguishing feature of this community engagement approach is the partnership between "individuals, families, business, government, welfare and charitable organisations collaborating to solve social and economic problems".¹ The term 'social coalition' is often used by the prime minister to describe this partnership; it "is the means by which communities can control their future and can make a difference".²

The Australian Government seeks advice from experts in the business, research, academic and community sectors; builds collaborative relationships with state, territory and local governments; forges partnerships with non-government organisations; empowers communities; and concentrates on preventative, rather than reactive policies. This approach reflects the Australian Government's interest in engaging communities in policy development, program management and service delivery. It has been adopted because it utilises the expertise of the community and ensures local ownership and 'bottom-up' responses. It also recognises that engaging the community provides stronger and more sustainable outcomes for children and families.

The many forms of community engagement utilised by the Australian Government are exemplified in the Communities for Children initiative funded under the Stronger Families and Communities Strategy. The initiative responds to the need to continue to improve the coordination of the public, private and community sector activity, particularly in areas experiencing high levels of economic and social disadvantage. It is an approach that considers the particular issues and characteristics of a designated community and tailors social policy interventions and service delivery mechanisms accordingly. The Minister for Family and Community Services said in a recent speech, "the Communities for Children

¹ Howard J 2000, 'Quest for a decent society', *The Australian*, 12 January.

² Patterson K 2005, 'Communities in Control', speech opening the Communities in Control Conference, Melbourne.

initiative reflects the belief that everyone has a part to play in dealing with community-based issues and that the best solutions lie in the combined wisdom and expertise of a broad cross-section of people and organisations”.³ Communities for Children links service providers under a lead non-government agency that oversees broad community consultation with representatives from the business, community, academic and government sectors.

This paper will discuss Communities for Children as an innovative model for government policy development and service delivery. It is a model responsive to community engagement and redefines the non-government role in policy development and program management. The paper will outline the variety of ways in which the Australian Government engages with the community under this initiative.

Early intervention

The importance of early childhood intervention and prevention is based on the premise that the first few years of life of a child's development are crucial in setting the foundation for lifelong learning, behaviour and health outcomes.⁴ Investment in early childhood development has been found to “increase the efficiency of primary-school investments and human capital formation, foster valued social behaviour, reduce social welfare costs, stimulate community development, and help mothers become income earner”.⁵ It also builds stronger families and communities.

Most authorities agree that better outcomes for young children require a comprehensive and coordinated response at a local level focused on prevention, early detection and early intervention — a view strongly supported by the Australian Government.

A variety of models for implementing early intervention programs have been identified, ranging from a single stand-alone project to comprehensive service delivery provided “through a coordinating group composed of representatives from an array of child and family services”.⁶ The latter has been selected as the model for Communities for Children.

Families and communities

Families and communities are interrelated — strong communities provide the foundations for strong families and vice versa. For families to thrive and achieve their potential, they need

³ Patterson K 2005, ‘Communities in Control’, speech opening the *Communities in Control Conference*, Melbourne.

⁴ Gauntlett E, Hugman R, Kenyon P & Logan P 2001, *A Meta-analysis of the impact of community-based prevention and early intervention*, Department of Family and Community Services, Canberra, ACT.

⁵ McCain N M & Mustard F 1999, *Reversing the brain drain: Final report*, Ontario Children's Secretariat, Toronto.

⁶ Centre for Community Health 2003, *The Early Years Project: Refocusing community based services for young children and their families: A Literature Review*, April, Australia.

communities that can provide them with services, infrastructure and opportunities for both social and economic participation. Similarly, communities can only be strong when members have the capacity to be leaders and build on the community strengths. In general, communities that are strong are characterised by a high degree of social cohesion combined with a low level of social problems. Families that are strong, support and care for each other and nurture their children.

While most Australian families are doing well, rapidly changing economic and social environments over recent years have impacted adversely on some families and their capacity to deal with issues. Some commentators have referred to a "...perceived decline in social cohesion which has placed stress on family and social functioning".⁷ These economic and social changes can in part be attributed to:

- labour market changes, with growth in technology and service industries
- population movements, with most Australians living in or moving to urban areas
- changing family structures, with increased family breakdown and less reliance on the extended family
- decreasing engagement in community life.

Zubrick et al.⁸ note that rapid economic and social changes can manifest as serious problems in the developmental health and wellbeing of children, young people and families. This can include increased child abuse, early school failure, mental health problems, increased rates of teenage pregnancy, and relationship and family breakdown. The burden and cost of these problems are high and increase over time. Evidence suggests that the most effective way to address these problems is before they become entrenched, or to prevent them happening in the first place.

In implementing the Stronger Families and Communities Strategy, the Australian Government has recognised that strong families and communities create an environment where the incidence of these problems is lessened and they can be more effectively resolved.

Stronger Families and Communities Strategy

Australian Government policy has traditionally been determined at a national level and delivered in a national framework that has at times been less able to take into account local circumstances and needs. In the Stronger Family and Communities Strategy, however, the Australian Government is breaking new and innovative ground in policy development and service delivery by providing a national framework focused on sustainability and capacity building, which allows for individual approaches at the local level.

⁷ Zubrick S et al. 2000, *Indicators of Social and Family Functioning*, prepared for FaCS, Australia.

⁸ Zubrick S et al. 2000, *Indicators of Social and Family Functioning*, prepared for FaCS, Australia.

The key focus of the \$490 million Stronger Families and Communities Strategy is to positively impact on early childhood development. In seeking to achieve better outcomes for young children aged up to five years and their families, the Strategy is based on the principles of early intervention and prevention. It recognises that families and communities have differing needs and strengths that can be built on, including the range of services available to support children and families, the existing infrastructure, and/or a strong volunteering base. The Strategy builds on the principles of community engagement and ownership by giving communities a mandate to identify and resolve their own issues through facilitating partnerships between service providers, community members, non-government organisations, business and all levels of government.

The Strategy has been guided by learnings from a previous similar strategy targeted at local communities conducted from 2000 to 2004. In a report to the department, the Royal Melbourne Institute of Technology (RMIT) noted that overall the previous strategy showed the importance of:

- targeting resources to areas of particular disadvantage
- building on existing relationships and community trust in auspice organisations
- supporting projects with sufficient critical mass and duration
- providing support for project planning and implementation, including accessing and using evidence about good practice
- flexible and responsive planning and project management to take account of unexpected opportunities or difficulties.⁹

According to RMIT, “projects that demonstrated these characteristics were more able to achieve significant outcomes for families and children through building effective partnerships and networks among local service providers, striving for service integration and coordination and working at the same time with individuals, families and communities”.¹⁰

These key themes are strongly reflected in the Strategy 2004–2008. The Strategy continues to target disadvantage, recognising that disadvantaged families and communities have most to benefit from Strategy investments. Disadvantaged communities have been identified on the basis of their ratings against the Socio-Economic Indexes for Areas (SEIFA), consultations with state and territory governments and local level data including the number of young children, the number of families receiving family payments, unemployment rates and levels of income. Sites selected under the Strategy’s Communities for Children initiative also

⁹ Royal Melbourne Institute of Technology 2004, *Stronger Families and Communities Strategy Evaluation 2000-2004*, Internal Report to FaCS, November.

¹⁰ Royal Melbourne Institute of Technology 2004, *Stronger Families and Communities Strategy Evaluation 2000-2004*, Internal Report to FaCS, November.

require an existing level of capacity that can be further built on, such as infrastructure, services and strong community networks.

The Strategy recognises the need to support projects with critical mass and duration as effective interventions take time, require follow-up and need sufficient resources to achieve positive outcomes. Sustainability is also a key component of the Strategy and organisations are required to demonstrate sustainability in outcomes, processes and, where possible, funding.

The Strategy's focus on early childhood development has been guided by research and consultation undertaken in the development of the Australian Government's National Agenda for Early Childhood. The Agenda recognises that effective early childhood intervention is not only about supporting children in the early years, but also supporting their parents, neighbourhoods and the wider community.

National Agenda for Early Childhood

The National Agenda for Early Childhood responded to evidence that the seeds for poor outcomes like drug dependency, school failure, welfare dependency, poor health and criminal behaviour, are usually planted in a child's early years, and that adverse conditions in early childhood establish risks. These risks can be grouped as: child characteristics (poor attachment or poor social skills); parents and parenting style (single parentage or lack of warmth or affection); family factors and life events (poverty or marital disharmony); and community factors (socio-economic disadvantage or lack of support services). However, these risks can be offset by good antenatal and maternal nutrition, positive attention from parents, family harmony and participation in social networks.¹¹

Consultation with early childhood and other community experts, resulted in the identification of the following key action areas for the National Agenda: child and maternal health; early learning and care; child-friendly communities; supporting families and parenting; and working together in collaborative partnerships. The Strategy's Communities for Children initiative is already making a significant contribution to these key action areas and is considered by the Australian Government to be an important vehicle for delivering the National Agenda for Early Childhood

Communities for Children

The Communities for Children initiative supports early intervention and prevention with a particular emphasis on early childhood strategies and resources that can be used to achieve better outcomes for children and families and assist families and communities deal with

¹¹ Commonwealth Taskforce on Child Development, Health and Well-Being 2003, *Towards the Development of a National Agenda for Early Childhood*, Commonwealth of Australia.

issues before they become serious. It recognises that families and communities have strengths that can be built on in order to respond to issues and create opportunities.

Under the Communities for Children initiative, the Australian Government articulates high level policy outcomes and provides communities with the opportunity to implement this policy in flexible and innovative ways that best reflect their circumstances. It is an approach grounded in community development, though not based on a purist community development model. In a sense it is a hybrid model much like Sure Start in the United Kingdom, where a template or framework is used to assist with speedy and effective engagement. It is focussed on building strong partnerships and collaborative action and making use of the evidence of what works in early intervention. This approach is clearly articulated in the program principles. There are over 1.5 million children aged up to five years in Australia.¹² Communities for Children aims to assist children aged up to five years in up to 45 disadvantaged communities to have the best possible start in life and to influence the family and community environments in which they live. The initiative has been implemented in urban, regional, rural, remote and Indigenous communities; some of the activities being implemented include:

- promoting breastfeeding, supporting new parents, bonding and reading to children
- involving fathers in parenting and developing links with grandparents
- developing child-friendly communities with supportive, integrated children and family services and improved access to public facilities
- improving the health, wellbeing and participation of Indigenous children
- increasing the participation rates of children from culturally and linguistically diverse communities in playgroups and transition to school programs
- developing professional training programs for early childhood workers
- mapping local early childhood services
- using early intervention and prevention research to inform policy formulation, service delivery and professional practice.

Non-government organisations

The Australian Government believes that while public servants will deliver some programs, services will be increasingly contract managed through a network of private sector and community-based non-government organisations. Communities for Children is a new and innovative model that funds non-government organisations to drive and manage a community-development approach to improving outcomes for young children. Non-government organisations work in collaboration with the community to develop and implement strategic plans tailored to community needs. It is a capacity building approach that empowers both the non-government organisation and the community.

¹² Australian Bureau Statistics 2004, *Population by Age and Sex*, Cat. no. 3201.1, December.

Under Communities for Children, the Government sets the broad policy framework for what non-government organisations are expected to achieve; how outcomes are achieved is at their discretion, in consultation with the local community. In what has traditionally been a government role, non-government organisations are responsible for identifying local early childhood issues and the strengths in the community to address these issues. They then work with community stakeholders to develop and implement local solutions. For example, the government has identified healthy young families with improved antenatal and postnatal health and improved child physical health and development as key outcomes for Communities for Children; the non-government organisation develops strategies and approaches based on evidence to achieve these outcomes.

Communities for Children is about solving problems and developing policy at the local level, within a broad framework. This means that policy advice to the Government is informed by local experts who are best placed to understand local issues for families with young children, know the existing strengths of the community that can be built on, and can facilitate local partnerships between service providers, government and business to address issues.

Traditionally, government departments manage funding agreements with individual service providers. Under Communities for Children, non-government organisations are the bridge between government and local activity on behalf of the Australian Government. This leaves the Department of Family and Community Services to: review and refine broader outcomes, including the development of performance frameworks; providing policy advice; undertaking an advisory role; and maintaining ongoing liaison with the non-government organisations. The department also approves the approaches identified by non-government organisations in their Strategic Plans¹³ and monitors progress through quarterly reports. The department thus takes on a new advisory and monitoring role in the Communities for Children initiative, rather than directly managing the projects undertaken in each community at a micro level.

Our experience so far has demonstrated an overwhelming commitment by the non-government organisations to Communities for Children processes and outcomes, including taking a collaborative, evidence-based approach to their projects. Providing non-government organisations with the responsibility to allocate funding has also attracted cooperation, the opportunity to access additional sources of funding, and has been an advantage in facilitating partnerships in the community. The initiative has redefined the role of non-government organisations from that of traditional service delivery to facilitator or enabler and requires them to take a leadership role in mobilising community action. It provides the non-government sector with the opportunity to draw on and further develop its expertise.

¹³ The Strategic Plan is the document that sets out the long-term goals for the community over the life of the initiative and includes the broad strategies for achieving outcomes within the community and the amount of funding required.

Expert advice

Another innovative feature and key component of Communities for Children, is engaging representatives from the business, academic, research and community sectors to provide high-level oversight of all elements of the initiative. The Stronger Families and Communities Partnership provides strategic and operational advice to the Australian Government on a range of approaches to strengthening families and communities to improve childhood outcomes. They identify emerging issues and needs, gaps in service delivery, and improvements that could be made to the initiative. They also identify opportunities to establish links with other Australian Government initiatives, state and local governments and non-government initiatives.

Our experience to this point is that Partnership members are committed and passionate about the Communities for Children initiative and are bringing expertise to partnership discussions that contribute significantly to the capacity of the initiative to deliver positive outcomes for families and communities.

Whole of government

In Australia, a whole-of-government approach spans federal, state, territory and local governments. A whole-of-government approach can be defined as government agencies working across portfolio boundaries to achieve a shared goal and provide an integrated response to specific issues or to a particular community. The focus can be on policy development, program management and/or service delivery.

Under Communities for Children, an integrated, collaborative and consultative approach has been undertaken with state, territory and local governments. Cross-government consultations have identified disadvantaged communities, developed funding allocations, mapped local services, identified service gaps, developed service delivery plans, and ensured existing services were not duplicated or replaced.

The experience to date is that non-government organisations have made strong links with state, territory and local governments around the initiative, particularly around opportunities to build on existing community strengths. In addition, the department is continuing consultations with state and territory governments during 2005 to discuss further opportunities for collaborative action around early childhood issues.

Business

Collaboration across the various sectors of the community also includes engaging business in solving social and economic issues. A study of 115 large business organisations found that the past decade has seen “significant overtures by government for greater business

community involvement in Australia”¹⁴ and suggests that the majority of companies “support involvement with the community as part of an expanding social role that contributes to the continuing health and growth of their businesses”.¹⁵ They acknowledge that government, individuals, communities or business acting alone cannot address many issues confronting Australia.

The Australian Government feels that most issues can be solved if there is an effective partnership between all of those interests. As Mr Howard says “...working in partnership not only has the potential to enrich people's lives but can also deliver tangible results for all Australians”.¹⁶ Combining resources and talents to achieve mutual goals can develop creative solutions to local and regional problems and most importantly, strengthen community ties.¹⁷ A feature of the debate at an international level and touched on at the Futures Summit Conference this year, was the concept of business receiving permission from communities to work with them. This trend is seen as one that will continue and is an extension of the triple bottom line that many companies have adopted at a global level.

Business is contributing expertise to the Communities for Children initiative through participation in the Stronger Families and Communities Partnership.

Community engagement

When the Australian Government announced the Stronger Families and Communities Strategy, it made a commitment that *communities themselves* would have a voice in which projects would be supported and how the money would be allocated. Under Communities for Children, community participation is viewed as an essential component and the driver of its capacity building agenda. It recognises that money, skills and good intentions will not work if communities are not successfully engaged in the community development process. Senator Patterson stated recently “that at the most basic level, a community in control is a community in charge of its own destiny — one that has a capacity to influence the decisions that affect people's lives, and one that has the power to chart its own course into the future”.¹⁸

As part of the Communities for Children initiative, a committee was established. The committee has broad representation from community members who have an interest in and commitment to the principles of the initiative and to achieving positive outcomes for children,

¹⁴ Centre for Corporate Affairs 2000, *Corporate Community Involvement*, Sydney.

¹⁵ Centre for Corporate Affairs 2000, *Corporate Community Involvement*, Sydney.

¹⁶ The Prime Minister's Community Business Partnership,
<<http://www.partnership.zip.com.au>>.

¹⁷ The Prime Minister's Community Business Partnership,
<<http://www.partnership.zip.com.au>>.

¹⁸ Patterson K 2005, 'Communities in Control', speech opening the *Communities in Control Conference*, Melbourne.

families and communities. Community representatives include parents, community members, community leaders, and non-government service providers. State and local governments are involved in the committee in an advisory capacity and to promote cross-government links.

The committee is the key decision-making mechanism for the initiative. They develop the four-year Strategic Plan, support the implementation of the Plan and manage the disbursement of the funds to deliver the activities identified in the Plan.

Challenges

There are challenges associated with any new model of service delivery. Under Communities for Children, identified issues have been offset by a range of policy and administrative processes.

Some of the challenges of engaging non-government organisations are that, while they might have many years of experience in service delivery, they might be less experienced in community development and undertaking the role of enabler, broker and networker. They might be less experienced in administering a program the size of the Communities for Children initiative and covering such a broad range of early childhood interventions. They might also be unaccustomed to responding to the shorter lead times required to ensure funding is available to communities as soon as possible. These challenges are managed by ensuring non-government organisations undergo a competitive tender process requiring them to address a range of selection criteria, including their experience in delivering large and complex programs and understanding early childhood interventions. The innovative approach of Communities for Children also means that it is evolving in a dynamic policy-program environment with the department and experts in early childhood interventions working together to address issues as they arise through a range of forums including face-to-face meetings, teleconferences, workshops, policy circulars and access to researchers and academics through the Australian Research Alliance for Children and Youth.¹⁹

Occasionally projects do not function as intended. The reasons can range from problems in recruiting appropriate staff, difficulties in finding office space or simply that the project does not attain the outcomes it set out to achieve. Some projects may also have unintended outcomes for participants and/or the organisation. Communities for Children addresses these issues by encouraging flexible and responsive planning and project management to take account of unexpected opportunities or difficulties. Strategic plans are required to identify potential risks around proposed activities and outline strategies to address these risks. Strategic plans may also include contingency funding to ensure that money is available to

¹⁹ The Australian Research Alliance For Children and Youth (ARACY) is a national collaboration of researchers and practitioners from a broad range of disciplines working together for a better future for Australian children.

respond to unintended problems or developing needs in the community. Non-government organisations are generally more likely to have the local experience, capacity and resources to be flexible and responsive in their planning and project management at a local level.

A potential concern is that Communities for Children projects may duplicate or overlap services already funded by state, territory or local governments and that the Australian Government might be perceived as 'taking over' traditional state, territory or local government responsibilities. Communities for Children funding is not intended to duplicate or replace existing state, territory or local government services. Rather, Communities for Children services are in addition to or an expansion of services that currently exist. State and territory governments have been involved in the Communities for Children site selection process and consulted in the development of Strategic Plans. The service-mapping component of the Strategic Plans also helps to minimise the possibility of duplicating services. As stated previously, non-government organisations have made strong links with state, territory and local governments around the initiative, particularly around opportunities to build on existing community strengths such as linking with existing services and identifying community needs and service gaps. The department is continuing consultations with state and territory governments during 2005 to discuss further opportunities for collaborative action around early childhood issues. To further ensure an integrated approach to achieving better outcomes for young children and their families, Community Services ministers at the state and national level have agreed to collaborate on a national approach to the provision of children's services. This will be effected through consultations between senior officials during 2005.

In the past, non-government organisations have expressed concern over the impact of traditional funding arrangements on relationships with other service providers, particularly in regard to building social capital. Non-government organisations have argued that some of their most important work is not quantifiable — work in building community cohesion, linking people to others, bringing diverse groups together, building individual capacity and community capacity.²⁰ The Communities for Children initiative addresses these concerns by specifically funding non-government organisations to develop social capital and build capacity in their community through developing partnerships and facilitating networking opportunities.

Non-government organisations have been concerned that the shift to contracting would see "a far greater focus on direct service delivery to the detriment of innovative prevention or development work".²¹ The Communities for Children initiative has allayed this fear. Implementing innovative early intervention programs for children aged up to five years is of critical importance and the primary focus of the Communities for Children initiative;

²⁰ Australian Council of Social Service 1999, *Common Cause. Relationships and reforms in community services*, Paper 102, Strawberry Hills.

²¹ Rawsthorne M 2003, *Contracting – the impact on non-government organisations*, Social Policy Research Centre.

developing early intervention responses is the focus of the non-government organisations funded under the initiative. A clear point of reference has been set, which articulates the need for 'systemic synergy' at a community level, at a strategic level and sets rigid boundaries on the amount of funding, which can be allocated to actual service difficulty.

Other potential challenges that have been identified include incompatible models of service delivery, uncertain financial resources and bureaucratic rules and regulations.²² The probability of these issues impacting on the Communities for Children initiative is minimised by the leadership role of the non-government organisation, input from the community, advice from experts in the early childhood field, guaranteed funding for four years, and a framework that integrates the three tiers of Australian government at national, state/territory and local government levels.

Progress to Date

Since its announcement in April 2004, significant progress has been made in implementing the Communities for Children initiative. Non-government organisations have been selected to implement early childhood projects in 33 sites across Australia. The sites are in urban, regional and remote areas and are guaranteed funding for four years. A tender process undertaken in June 2005 selected non-government organisations for ten additional sites.

The non-government organisations already selected have consulted extensively with local service providers, other governments and families within their communities. They have mapped existing services, identified gaps, implemented administrative and governance structures, and are in the process of implementing and developing strategic plans.

Conclusion

This paper has provided an outline of the Australian Government's new and innovative approach to policy development and service delivery through the Stronger Families and Communities Strategy and in particular the Communities for Children initiative. It has also demonstrated how effectively the Australian Government is engaging communities in developing and implementing early intervention and prevention strategies.

Communities for Children has broken new ground in policy development and implementation by articulating higher-level outcomes in a framework focussed on sustainability and capacity building. The initiative is also covering new ground in innovative service delivery by providing a national framework for services and working with non-government organisations to define specific outcomes for specific communities. It is continuing to evolve in a dynamic, policy-program environment with input from a range of stakeholders.

²² Schorr A N 1997, *Common Purpose: Strengthening Families and Neighbourhoods to Rebuild America*, New York.

The Communities for Children initiative is still in its infancy and new issues are continuing to emerge. These issues are being responded to in genuinely collaborative ways between different areas of the Department and in consultation with non-government organisations and the Stronger Families and Communities Partnership. Because of these factors, and its innovative approach to service delivery, it is emerging as a new model for public policy development and delivery at a national level. It is also a model attracting international interest through the Organisation for Economic Cooperation and Development.²³

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