



Mr Paul Hickey
General Manager
Ballina Shire Council

Dear Sir,

I am writing to express interest in the lease of 32 Swift St, Ballina NSW, known as B-Space.

Biala Support Services Inc. is a NDIS registered disability service provider and special school that has been operating in the Ballina shire since 1969. The organisation is a reputable service provider with a commitment to enhancing the life options of adults, children and young people with a disability.

We currently run a broad range of services to people living in the community and 32 Swift St, would be an ideal location for us to deliver our centre-based programs.

In addition to a broad range of services including accommodation, respite support to children and adults with a disability, recreational and community based programs, Biala also operates a day program and provides support and skills development to people with a disability, including young people with a disability. We are also registered with The Children's Guardian as a Vocation Out Of Home Care service provider (VOOHC).

The space we are seeking will enable Biala to run weekend day time programs for children age 10 – 16 years that will work to build life and social skills. In addition to this we would seek to run our day program from the premises between 9am – 3pm Monday to Friday. We are also keen to commence a social skills program for young people with a disability aged 18 – 24 years in January 2019.

I hope that Biala is held in consideration for the lease of 32 Swift St, Ballina as we are a long standing, reputable service provider with experience working with children, young people and adults with a disability. We are committed to supporting people in our community, operate from a position of integrity with service users our highest priority.

If you require any further information, please don't hesitate to contact me.

Yours sincerely,

Linda Walsh
Chief Executive Officer
7th September 2018

Biala Special School
school@biala.org.au

North Coast Fun Club
northcoastfunclub@biala.org.au

Brokerage/Melaleuca House
brokerage@biala.org.au

Strikers Disabled Bowling
strikers@biala.org.au

Expression of Interest Lease of Council Property - SOCIAL FUTURES

<p>Essential Criteria: Be an incorporated association</p> <p>Social Futures is a company limited by guarantee ABN: 77 398 196 862 Registered NO: YO088-36</p>
<p>Criteria 1: Be a not for profit community based organisation</p> <p>Social Futures is a community based non-profit organisation based in Northern NSW with more than 40 years' experience as a regional leader, advocating with and on behalf of our communities; working in partnership with others; and providing services that promote inclusion, fairness and social justice. Our work encompasses youth and family services, homelessness and housing supports, inclusion for people with disability, community sector support, professional development, and systemic advocacy.</p>
<p>Criteria 2: Have an open membership (Constitution or Articles must state that membership is open to the general public) OR Provide services to the community</p> <p>Membership is open to all residents in the Northern Rivers who have an interest providing services delivering social justice initiatives to benefit young people and their families. (Constitution available on request)</p> <p>Social Futures proposes to operate a youth hub, which delivers a range of youth specific activities and wrap around services. The Youth Facility – currently known as “B-Space” will be an inclusive, safe, engaging and culturally appropriate space which focuses on tackling social exclusion and socio and economic disadvantage.</p> <p>The Youth Facility will provide young people access to the following Social Futures programs:</p> <ul style="list-style-type: none"> • The Clubhouse provides young people aged 12-17 access to high end technology and creative media. This program is an international (free) after school, evidence based model, where young people are given opportunities to break the cycle of disadvantage through learning new technology / IT related skills and exposure to alternate career pathways • Reconnect assists young people aged 12-18 who are at risk of homelessness, to stabilise their current living situation and improve engagement with their families; • Getting It Together supports young people aged 12-25 find opportunities for positive change in relation to their drug and alcohol use, building self-esteem and improving life skills. • headspace provides early intervention mental health services to young people aged 12-25 and promotes young peoples' well-being. • Connecting Home youth assists young people aged 16 plus who are at risk of or currently homeless via case management support. • Links to Learning program aims to reengage young people aged 11-18, in their learning by providing opportunities for success and increasing life skills through team building,

nonviolent communication and conflict resolution.

- **Family Referral Service** provides support to children, young people and parents around the challenges and demands of everyday family life through information, case coordination and linkages to local services.
- **Connecting You** provides case management support and family intervention strategies for young people aged 12-15 who are at risk of disengagement from their families.
- **Ability Links** works with people with a disability, their families and carers, to assist them to live their lives they want in their local communities.
- The **StandBy** Service is a coordinated community crisis response service that supports the health and wellbeing of families, friends and associates bereaved by suicide.

In addition, to Social Futures' existing suite of programs, we will work collaboratively with other local service providers to ensure the Youth Facility provides a comprehensive range of services for young people.

In the short period of time that Social Futures has occupied the space, we have developed a Memorandum of Understanding with **The Family Centre** and **Realising Every Dream Inc (RED Inc)**, who have agreed to work collaboratively and in partnership to provide services to compliment the range of services and activities offered as part of The Youth Facility - B Space.

Social Futures has further consulted with the **Ballina Coast High School, PCYC** and **Ballina Police** to gain better insight into the needs of young people in the local area. Social Futures will continue to work collaboratively with a range of stakeholders to identify and work collaboratively towards addressing youth issues. Social Futures will continue to explore other opportunities as they arise, including but not limited to social enterprise.

Steering Committee

A steering committee has been formed to ensure continuity of services for local youth through the Youth Facility. This is currently made up of key stakeholders including: The Family Centre; RED Inc; and community members.

Social Futures will aim to expand the committee to include the Police, Ballina Coast High School, youth representation, a local resident (neighbour) and Ballina Shire Council. This committee will meet bi monthly and aim to provide reports on activities, development of ideas, distribution of minutes and community feedback to Council. The programs of Social Futures currently co-ordinate the **Ballina Youth Interagency** meetings.

Criteria 3: Demonstrate an ability to meet the financial obligations of a lease

Social Futures' capacity to meet the financial obligations of a lease is demonstrated through our existing stock of leased assets. Social Futures currently manages 23 property lease agreements across NSW. These leases are financed through the delivery of 35 programs (funded by NSW and Commonwealth government). If required we can provide Council with references or contacts from our current lessors.

Social Futures has consistent record of sound funds management and reporting and no history of

<p>financial breaches. Social Futures financial capability is supported and complemented by:</p> <ul style="list-style-type: none"> • A skills-based Board and Executive whose qualifications include law, public administration, business, finance, health, social work, and human services. • Head office infrastructure and support functions including human resources, information technology (IT), communications, finance, asset management systems. Modern IT infrastructure supports a mobile workforce. Ongoing maintenance ensures technology is up-to-date and protected, with data back-up systems and business continuity/disaster recovery plans. • Mature systems to maintain, review, and improve policies and procedures spanning areas such as quality, culturally-safe service delivery, confidentiality, asset management, staff safety/duress, mandatory reporting, compliance, procurement, employment, WHS, discipline, risk management, complaints/grievances, information management and continuous improvement. • Comprehensive HR systems, and WHS monitoring/management systems support safe work practices. Recruitment is merit based. All program staff receive comprehensive induction, regular managerial supervision, access to clinical supervision, training and annual performance review. • Financial systems and processes managed by qualified Chief Financial Officer (FCPA, MAICD), within a robust framework of delegations, authorities and internal controls. Financial performance for each project is monitored monthly by Program Managers, the Executive, and the Board through the Board Finance Committee. • Audited Financial Reports prepared by a Registered Company Auditor in accordance with Australian Accounting Standards. • In-house finance team responsible for BAS, FBT, tax compliance, accounts receivable, accounts payable, payroll, asset purchases, insurance employee contributions, superannuation and payment advices for over 280 staff. <p>In order to minimise costs to Council Social Futures will:</p> <ul style="list-style-type: none"> • Cover costs relating to rates and services annually. This amount will be paid in full at the beginning of each consecutive leasing period. • Cover costs of minor maintenance. • Pay electricity and all consumables in the premise • Ensure that the facility is well maintained
<p>Criteria 4: Demonstrate a return to the community, either by financial return or community benefit</p>
<p>Youth engagement in positive interactions, healthy relationships and learning opportunities, are the primary focus of providing access to programs and activities for young people in Ballina via the Youth Facility.</p> <p>Through social connection, positive role modelling and learning through ‘hard fun’, young people can develop a sense of well being and self efficacy. Critical to self efficacy is self mastery in your social and emotional relationships, with peers, family and the broader community.</p> <p>Research shows that:</p> <p style="padding-left: 40px;">Over time, mastering SEL (social and emotional learning) competencies results in a</p>

developmental progression that leads to a shift from being predominantly controlled by external factors to acting increasingly in accord with internalized beliefs and values, caring and concern for others, making good decisions, and taking responsibility for one's choices and behaviors (Bear & Watkins, 2006). Bear, G. G., & Watkins, J. M. (2006). *Developing self-discipline*. In G. G. Bear & K. M. Minke (Eds.), *Children's needs III: Development, prevention, and intervention* (pp.29–44). Bethesda, MD: National Association of School Psychologists.

Evidence shows that the provision of integrated services for youth to access, improves social cohesion and outcomes for young people, their families, and broader community.

Key outcomes that will be achieved through the Ballina Youth Facility include:

- Better access to a broader range of services
- Increased personal and social well-being
- Connection and contribution to community
- Connection to a passion
- Increased employment opportunities
- Increased independence, initiative and resilience
- Increased engagement opportunities for council with young people through the Steering Committee
- Access to learning opportunities, increased skill base

These outcomes sit well within the Ballina Councils, **People, Place and Prosperity**, as part of the Shire's **Strategic Plan** until 2025. This plan recognises that all aspects of health, mental, physical, cultural and spiritual are dependent on each other. That individuals, and the broader community, can develop resilience and adaptability, by building on social and emotional wellbeing.

The provision of a youth hub provides opportunities to engage young people in positive learning experiences, building on individual's wellbeing and resilience through a sense of community connectedness. A youth space where young people feel safe, heard and have a sense of belonging.

Additional Information

Social Futures has been successfully engaging with young people through operating The Clubhouse, since 2014 in the Lismore CBD. The Clubhouse has a focus on **Creative Arts and STEM fields - Science, Technology, Engineering and Math** – where youth are mentored to develop their passions through projects that inspire self-expression and technological know-how. The Clubhouse learning approach is designed to empower youth from all backgrounds to become more capable, creative, and confident learners. It leverages new technologies to support new types of learning experiences and engage young people. This project has demonstrated some great outcomes for young people.

Please find attached our survey results.

Social Futures will ensure that any activities at the facility will not encroach on **neighbours amenities and peace**.

Social Futures would be able to continue to utilise the **furniture and fittings** currently in place at 32 Swift St Ballina.

Letters of Support from Ballina Coast High School and NSW Department of Family & Community Services is attached.

Reporting and Feedback

As previously stated, a steering committee already established will be enhanced, and meet bi monthly. Social Futures will report to the Steering Committee. Reporting will include outlining current activities, further collaborations and opportunities, and information regarding local youth attendance and progression. This report will be provided to Council. Should Council require further information this can also be provided.

Stakeholder Engagement

Social Futures takes a holistic, proactive approach to community engagement and awareness raising. Social Futures will use a mixture of place-based strategies that target common touch points for young people and their families to engage people in our programs. This includes leveraging existing relationships and networks e.g. community organisation, schools, Jobactive providers, sporting associations etc. Place-based communication approaches ensures information is received by the young person, where they are at.

Services at the Youth Facility will be supported by Social Futures' in-house Communications team who will coordinate marketing through traditional and social media channels and development and distribution of "B Space" collateral.

Adjoining neighbours will be provided with information on the activities of the centre and all relevant contact details for the co-ordinator of the facility. Council representatives and neighbours will be invited in to a community event with services and organisations to promote and ensure ongoing support of the youth space.