



SUPPORTING COMMUNITIES FORUM

DRAFT MEETING DECISIONS AND ACTIONS

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| Date | Monday 10 December 2018 |
| Time | 9:30am – 1:30pm |
| Location | Department of the Premier and Cabinet (DPC) Level 14, Dumas House, 2 Havelock St, WEST PERTH |
| Members | Michelle Scott (Chair), Helen Creed (Deputy Chair), Pip Brennan, Michelle Andrews (on behalf of Darren Foster), Neil Guard, Timothy Marney, Dan Minchin, Tricia Murray, Maria Osman, Carol Pettersen JP, Grahame Searle, Julie Waylen, Ross Wortham, Debra Zanella, Louise Giolitto, Jennifer McGrath, Kate George, Leon McIvor (on behalf of David Russell-Weisz), Kylie Whiteley (on behalf of Chris Dawson APM). |
| DPC | Jennifer Dass, Emily Roper, Sarah Hooper, Tanya Milici and Lee-Anne Anderson. |
| Apologies | Jonathan Ford, Darren Foster, Chris Dawson APM, David Russell-Weisz and Adam Tomison. |

MEETING START 9:40am

1. INTRODUCTORY TOPICS

1.1 Acknowledgement of Country

On behalf of the Forum, the Chairperson acknowledged the traditional custodians of the land the Forum meets on, the Whadjuk people. The Chairperson acknowledged their continuing culture and contribution to the life of this region and the strength and resilience of the Noongar people in this land.

1.2 Welcome, opening remarks and apologies

The Chairperson:

- noted apologies from Darren Foster, Chris Dawson APM, David Russell-Weisz, Jonathan Ford and Adam Tomison;
- noted Michelle Andrews was attending as Acting Director General DPC;
- thanked Kylie Whiteley and Leon McIvor for attending as proxies;

- advised that Tanya Milici will provide an update on the Government Public Sector Reform Update – ServiceWA (Item 2.2), with Emily Roper and Sarah Hooper also in attendance to answer any questions; and
- advised that Lee-Anne Anderson will also attend to answer questions about the 'Communication about the Forum' Working Group - Substantive Update (Item 3.3).
- The Chairperson also updated members on:
 - the Sustainable Health Review – Final draft report, Robin Kruk AO, Independent Panel Chair, Sustainable Health Review panel contacted the Forum Chairperson and Deputy Chairperson to ensure comments and feedback received from Forum members at the September meeting were reflected in the final draft report. The Chairperson advised that the report highlighted areas of primary and early intervention, and the importance of partnerships and collaboration between Government and the community services sectors to solve complex problems;
 - a presentation by the Chairperson and the Deputy Chairperson to the Community Safety and Family Support Cabinet Sub Committee at a 15 October meeting outlining the work of the Forum in 2018, which was well received;
 - a letter is being prepared to send to the Premier early in the new year that will provide an update on the work of the Forum during 2018 and the work being planned for 2019.

1.3 Confirmation of the meeting notes from the 17 September 2018 Forum meeting

The meeting notes from the 17 September 2018 were approved with no changes.

1.4 Actions arising from the 17 September 2018 Forum meeting

Members noted the following outstanding actions arising from the 17 September 2018 Forum meeting:

- Action item 7 - Meeting of Working Group Co-Chairs - Following the 10 December meeting the Chairperson asked members to think about planning for 2019, and to consider convening additional meeting (s) of the Working Group Co-Chairs (in addition to the quarterly Forum meetings); and
- Action item 9 - Procurement Reform Working Group (PRWG) Substantive Update - The next PRWG meeting is scheduled for end Jan 2019. The Forum Secretariat will identify a future meeting at which the Co-Chairs can provide a substantive update to the Forum.

1.5 Conflict of interest declarations

No conflicts of interest were declared.

2. STRATEGIC POLICY AND REFORM

2.1 Update on Department of Communities' Reform work (standing item)

Grahame Searle, Director General Department of Communities, provided an update on the reform work underway within the Department.

Grahame provided a presentation on the Target 120 initiative. Members noted that Target 120:

- is a targeted and family focused intervention plan for children and young people most at risk of escalating criminal activity;
- is aimed at holistically addressing the drivers of young people's offending behaviour, prioritising participants' access to coordinated agency resources and services and improving community safety;
- commenced implementation in October 2018, with local coordinators for Bunbury and Armadale engaging local stakeholders in the program design process;
- involves establishing local interagency groups comprising representatives from the Departments of Communities, Health, Justice and Education, WA Police and not-for-profit organisations;
- will test and apply new ways of working, such as collaborative service delivery; building capacity of Aboriginal Community Controlled Organisations; and data analytics; outcomes measurement and evaluation;
- is not a one-size fits all approach, but rather aims to tailor solutions to meet local needs in metropolitan and regional areas;
- focuses on ages 11 to 13 who may benefit from additional support using shared government data from the Departments of Health, Communities and WA Police;
- expects to engage with participants by end Jan 2019; and

Grahame advised members that information regarding the not-for-profit organisation involved in the Target 120 initiative will be shared with Forum members.

Grahame also briefed members on the Early Years Initiative (EYI). The Initiative:

- was announced in March 2018 and is a 10-year commitment;
- will operate differently in each partner community in response to the needs and priorities identified locally;
- has involved considerable consultation and engagement, working closely with potential communities to ensure that any EYI activity within their community would meet their needs;
- will focus on children from conception to age four as being the most critical period in a child's development; and
- overarching delivery approach has been developed and the initiative is progressing the selection of partner communities.

Graham also provided an update on the Department of Communities Strategic Plan 2019 - 2023. Grahame advised members:

- the five-year strategic plan which commences in 2019 builds on 18 months of consultation with staff across the department around: person-centred support and services; local autonomy and decision-making to support local communities; and single systems and processes to support a capable, committed workforce;
- the plan also builds on feedback from corporate executive and other senior leaders; formal employee surveys; and stories heard from across the department on what works and what does not work;
- the plan has three major outcome areas:
 - Supporting individuals and families to lead their best life
 - Mobilising local solutions; and

- Creating and transforming;
- “supporting individuals and families to lead their best life” focuses on specific circumstances of individuals and families, tackling problems earlier, navigating, collaborating and partnering with others to both assist people access the support they need and making human services system simpler for people to access;
- “mobilising local solutions” focuses on driving place-based thinking, actions and outcomes through local engagement and mechanisms such as District Leadership Groups, adapting services to urban, regional and remote contexts, including ensuring that local staff can make local decisions and deliver local supports, guided by local knowledge, and harnessing the strength of local organisations, families and kin to make decisions, co-design supports, develop their community, and make a large, collective impact; and
- the Department will create and transform by being a catalyst for change, guided by its values; targeting its resources to deliver government priorities and achieve great outcomes; and executing work making sure efforts translate into real outcomes for people and communities.

Forum members discussed:

- the relevance of the United Nations Declaration on the Rights of Indigenous Peoples; and
- a structured consultation and engagement process can be challenging, especially if this involves multicultural structures which can be difficult to navigate. This needs to be considered during the consultation process.

The Chairperson thanked Grahame Searle for the substantive updates and noted that the Forum will seek opportunities to support and collaborate on the reforms underway in the Department.

Actions:

1. **Forum Secretariat to contact Department of Communities to obtain details on the not-for-profit organisations involved in the Target 120 program and to circulate to Forum members.**

2.2 Update on Public Sector Reform (standing item) – ServiceWA

Tanya Milici, Director Infrastructure and Major Projects provided a brief update on the Government’s ServiceWA Pilot. Emily Roper (Director, DPC) and Sarah Hooper (Assistant Director, DPC) also attended to answer any questions regarding this item.

Tanya noted that:

- the concept and design of ServiceWA aims to place WA citizens needs at the centre of service delivery and will look at improving how fragmented transactional services are delivered in the community;
- consultation has informed the business case development and design of the pilot. Consultation included discussions with:
 - the Data Sharing and Linkage Working Group of the Forum;
 - the DPC Aboriginal Policy and Coordination Unit;
 - the Department of Communities;
 - the Department of Justice on the Aboriginal Justice Program in relation to Aboriginal Community Open Days;
 - the Western Australian Council of Social Service (WACOSS) to include face-to-face service delivery options in addition to online services; and
 - a group of Seniors card holders and social concessions users;
- although accessibility consultation has occurred in the design of the business case, being prepared for the upcoming budget process, further accessibility consultation is being incorporated as part of the setup of the pilot;

- the pilot will include data collection from citizens across the metro, regional and remote areas which will inform place based solutions for the future, and Aboriginal Community and Community Resource Centre Pop-Up services;
- the design provides choices for people who may:
 - not have digital access
 - have no digital literacy; or
 - chose to attend a face to face service centre
- effects on the community have also been considered in the design of the pilot, and briefings have occurred with the Commissioner of Police and the DG of Justice;
- consultation and inter-jurisdictional research have identified transactional services such as driver's licences; national police clearances; and births, deaths and marriage certificates for inclusion in the pilot. The transactional services are often required at different stages of most people's lives; and
- accessibility for disability and interpreting services have been a focus in the design of the pilot, specifically as part of the face-to-face design components of the service.

Forum members discussed:

- whether local government has been engaged and whether service assistance will be provided to citizens or if the system will be information-based only;
- the importance of taking into consideration language and technology barriers, particularly where English is not the first language and not everyone has access to technology; and
- ServiceWA as a highly beneficial public sector reform initiative.

The Chairperson thanked Tanya for providing an update on ServiceWA and invited her and Emily Roper to update the Forum at a future meeting regarding progress with this reform initiative.

Actions:

2. **Forum Secretariat to circulate the ServiceWA presentation slides to Forum members.**
3. **Forum Secretariat to arrange for Tanya Milici and Emily Roper to update the Forum at a future meeting regarding the progress of the ServiceWA reform initiative.**

Morning Tea

3. WORKING GROUP REPORTS

3.1 State Homelessness Strategy Working Group – Substantive Update

The Chairperson introduced this item, and invited the Co-Chairs Debra Zanella and Grahame Searle to provide the Forum with an update on this item.

Debra thanked the Working Group members for their contributions and advised the Forum that:

- work on the development of the Strategy is well underway and the Working Group has reached agreement on key elements, including the:
 - Vision Statement
 - Definition of homelessness for the purpose of the Strategy
 - Principles
 - Draft Outcomes Framework
 - Focus Areas for the Strategy.
- two not-for-profit organisation staff have been seconded to work with the Working Group;

- consultation sessions on the 10-Year Strategy on Homelessness were held in Broome, Kununurra, Port Hedland, Karratha, Geraldton, Albany, Kalgoorlie, Bunbury, Cockburn, Joondalup and the Perth CBD during September and October 2018;
- more than 300 people attended the sessions, providing valuable input to inform the development of the Strategy;
- feedback received from regional areas was slightly different from the metropolitan areas;
- sitting alongside the development of the Strategy is a procurement process for homelessness services in Western Australia;
- a cross-government procurement working group has been established to guide the development of new service models based on evidence collected through research and metro and regional engagement. The working group also includes representatives from two peak bodies – WACOSS and Shelter WA;
- an important part of this input is the stories shared from those with lived experience of homelessness. So far over 20 stories have been collected from people with lived experience and the Working Group are actively working with service providers to gather more;
- there is a need for better connection and collaboration between services. Services must also be flexible and tailored to the conditions and needs of local communities;
- getting the right help at the right time for individuals with lived experiences of being homelessness, is crucial and makes a huge difference towards improving individual outcomes;
- that housing made available at the right place and the right time is key in terms of security needs;
- the three focus areas of the Strategy describe the high-level changes to be achieved over the life of the Strategy and will guide where resources will be directed and what actions will be taken. Outlined below:
 - the first focus area concentrates on creating sustainable pathways out of homelessness;
 - the second focus area concentrates on rebalancing resources to place a greater emphasis on prevention and early intervention; and
 - the third focus area is about reforming the homelessness service system to create an integrated, person-centred system.
- a 'Consultation Report' will be released early in 2019 summarising the key finding from the consultations. The report will be sent to people who attended the sessions and will be published on the Department of Communities website.
- a 'Directions Paper' will be released in early 2019. The Directions Paper will share key aspects of the Strategy.

Forum members noted and discussed the flowchart from Shelter WA newsletter which sets out how the work of the Working Group is integrated with a range of initiatives seeking to address homelessness in the Western Australian community and how the cross representation of membership ensures co-ordination and assists to break down potential silos.

Forum members discussed the definition of Homelessness, recognising that it is not a generic group of people. The Australian Bureau of Statistics (ABS) definition of homelessness is informed by an understanding of homelessness as 'home'lessness, not rooflessness.

The Chairperson noted the importance of particular vulnerable groups who have a range of variables that need to be considered.

Members raised a number of points during the discussion including:

- the availability of housing in the current system; and in particular housing for Aboriginal communities;
- a literature review on how 'Homelessness' impacts on diverse cultural groups;

- family and domestic violence is a significant cause of homelessness;
- there is also a need to look at affordable housing;
- the importance of having an 'Accommodation and Support Strategy' that ensures safe and stable housing is made available, including resources to help sustain people who are homeless;
- an analysis of how people flow through the system for support is important;
- the importance of taking into account cultural diversity and extended families when building homes; and
- the importance of taking a more client centric perspective rather than a service perspective.

The Chairperson noted that work in this area is seen as an exemplar in terms of effective collaboration to address a complex issue in our community. The Chairperson thanked all Forum members for the points raised and discussed. The Chairperson also thanked the Working Group Co-Chairs Debra Zanella and Grahame Searle for leading this important work, and adding tremendous value to help address the homelessness issue working together with the government and community services sectors.

3.2 Strategic Framework Working Group – Substantive Update

The Chairperson introduced this item, thanking all the Working Group members for their contributions. The Chairperson thanked Suzi Cowcher for all her work and efforts in developing the Forum's overarching Strategic Framework and invited Suzi Cowcher to provide a brief update on the draft Strategic Framework developed by the Working Group.

Suzi Cowcher noted that the Strategic Framework ensures the Forum's work is well connected and integrated, including Working Group key messages and themes which connect the work of the Working Groups and more broadly the Forum.

Suzi Cowcher noted that the main focus was looking at the right mechanisms; what the key enablers are; identifying linkages between data and outcomes; and for the priorities and reform areas to line up. The last line in the framework helps identify additional relevant priorities and how to achieve them. Suzi Cowcher also discussed how the framework highlights the different elements that can build on existing collaborations and data available amongst the different working groups.

Tim Marney noted that governments are working together to develop a set of outcomes and measures for inclusion in the Closing the Gap initiative. State government is accountable to develop the action plan to achieve the targets.

Forum members also discussed identifying values that underpin the Framework.

The Chairperson noted that the Strategic Framework Working Group will finalise the Strategic Framework slide, and the Forum secretariat will circulate the finalised slide to Forum members.

Actions:

- 4. Strategic Framework Working Group to finalise the Strategic Framework slide.**
- 5. Forum Secretariat to circulate the finalised Strategic Framework slide to members and upload on Microsoft Teams.**

3.3 Communication about the Forum Working Group – Substantive Update

The Chairperson introduced this item, and invited the Co-Chairs Michelle Andrews and Helen Creed to provide the Forum with an update on this item.

Helen Creed thanked the Working Group members for all their contributions with a particular acknowledgment and thank you to Lee-Anne Anderson (on placement from the Department

of Communities) for all her work and support with developing and completing the Communication Strategy suite of documents.

Helen Creed advised the Forum that:

- a suite of documents on the Forum's communication strategy has been drafted which will support the Forum's engagement and guide communications around work of the Forum. The documents include:
 - the Communications Strategy and Implementation Plan;
 - the Communications Action Plan; and
 - the Communications Protocol.
- the communication strategy documents were developed keeping in mind the different internal and external stakeholders of the Forum;
- the objective of the communication strategy is to understand and establish the key messages for the Forum and each Working Group, and to ensure clear and consistent messaging occurs in all communications of the Forum;
- the Working Group was conscious that different working groups have different communication needs;
- the Communications Protocols spell out the protocol for all communications, media and public relations activity concerning the Forum and working groups. All information about the Forum and the work undertaken by the Working Groups must be approved by the Forum Chairperson;
- the strategic issues to be included in the Forum's and Working Groups' approach, include:
 - Discussion re whether should have stand-alone branding or use the WA Government crest. Proposal is to use the crest and the DPC tagline 'We're Working for Western Australia' when ready to be rolled-out;
 - noting the challenge in identifying and using existing networks and social media channels, rather than creating new ones for the Forum;
 - Working Groups are to be responsible for their own communication plans;
 - specific consideration should be given to particular audiences such as regional Indigenous and remote communities, people with disability and seniors; and
 - consideration for accessibility requirements including the Forum website.

Michelle Andrews noted that the 'We're Working for Western Australia' tagline is currently being used across DPC, and that an application guide exists on how this works across government departments and within common badging guidelines. DPC will provide Forum members and department DGs with specific guidelines and a plan for the use of the Tagline.

Forum members noted several alliance meetings and opportunities the Forum might be able to build on from. The Chairperson noted that the communication via the Communiqué might be limited, and the Forum requires a wide network range to communicate in a more organised and structured manner. Members noted there is a need to develop consistent communications and to work more effectively in 2019 using the newly developed communication strategy. Members also noted that attending regional meetings on an as needs basis would be useful to support the work of the Forum.

The Chairperson noted there is an opportunity to communicate the work of the Forum within government. Members noted:

- the 'District Leadership Group' could be approached to include the Forum as a standing agenda item.
- the 'Local Government Professionals' would be a useful group to include the Forum as a standing agenda item, as it would provide access to important community networks.; and
- the 'Public Sector Leadership Council' could be approached to include the Forum as a standing agenda item.

Forum members noted that the Working Group will update the 'Communications Strategy' once the Forum and Working Group milestones and key messages have been confirmed.

Actions:

6. The Working Group to update the Forum milestones and key messages.
7. The Working Group to email other Working Group secretariats to confirm and/or provide updated milestones and key messages.
8. The Working Group to update the 'Communications Strategy' once Forum and all Working Group milestones and key messages have been confirmed.
9. The Working Group to update the Forum PowerPoint presentation to include the final 'Strategic Framework' slide and key messages.
10. Forum Secretariat to upload the updated PowerPoint presentation on Microsoft Teams and circulate to all Forum members.
11. The Working Group to explore options to set up a communications database to establish a wide network range to communicate with.
12. The Working Group to establish a database of existing Forum members and Working Group networks and opportunities.
13. Forum Secretariat to circulate the finalised application guide and plan for the Forum to use the tagline 'We're Working for Western Australia'.

3.4 Working Group Updates

The Working Group Co-Chairs provided brief updates regarding their respective Working Groups. Working Group update papers dated December 2018 were circulated to members ahead of the meeting.

The Chairperson requested that Co-Chairs consider which of the Forum meetings in 2019 would be most appropriate to provide a substantive update and discussion, as work in their respective areas progresses.

Collaboration Working Group

Ross Wortham thanked his Co-Chair Leon McIvor (proxy for David Russell-Weisz) and Department of Health officers for the support provided to the Working Group.

Ross noted that the Working Group is currently reviewing a number of local, national and international experiences of collaboration in practice, which will support development of a series of case studies and identify the cultural attributes and key enablers for success and barriers to collaboration. This will inform the development of a unified understanding of what good collaboration looks like. The final report to be produced in May 2019 will bring together the learnings from the case studies and will provide guidelines and resources to support good practice collaboration which could be practically applied by government and the community sector.

Outcomes Framework Working Group

Louise Giolitto the Co-Chair noted that work is progressing and the Working Group has developed a draft Outcomes Framework for the community services sector, to deliver an agreed-upon framework to measure outcomes; to ensure the framework improves government funding decisions; and assists community services organisations in providing targeted, flexible and innovative community services. Significant stakeholder consultation and engagement is underway with government and the community services sector to elicit feedback on the draft Outcomes Framework.

Louise noted that government agencies on the Working Group have been approached to provide data on indicators that are applicable to their department and on what would be successful. Louise noted that government agencies on the Working Group are yet to provide the requested data.

Members noted that using data that is already being measured would be a good starting point and indicator for each domain.

Data Sharing and Linkage Working Group

Michelle Andrews noted that the Working Group continues to provide advice and input into the development of data sharing legislation which aims to address community concerns about privacy and ensure data sharing is in the best interests of the individual and the community. The Working Group is actively engaging with the community services sector to inform the draft data sharing legislation. Progress update on the Working Group activities will be provided at the mid 2019 Forum meeting.

Our Communities Report Working Group

Dan Minchin noted that the Working Group has engaged a consultant who is working on an implementation plan for community engagement and data gathering.

Procurement Reform Working Group

Tim Marney noted that the Working Group has identified the following priority projects to enable the effective implementation and consistent application of the revised Delivering Community Services in Partnership (DCSP) Policy:

- Co-design in a Procurement Context;
- Practice Review; and
- Co-commissioning/Group Buying and Integrated Services.

The Forum secretariat will follow-up with the Procurement Reform Working Group after their January meeting to determine if the Co-Chairs will provide a substantive update to the Forum at the March 2019 meeting.

Actions:

- 14. The Chairperson, Deputy Chairperson and Forum secretariat to map the deliverables and specific outcomes for 2019 and scheduling of any further discussion at Forum meetings, to be provided to the Forum members early in 2019.**
- 15. Forum secretariat will follow-up with the Procurement Reform Working Group to determine the possibility of the Co-Chairs to provide a substantive update to the Forum at the March 2019 meeting.**

4. OTHER BUSINESS

4.1 Forum Communications Update

Members noted the summary of communications from September to December 2018.

4.2 Any Other Business and Reflection on the Meeting

The Chairperson invited members to make suggestions for agenda items and additional discussion topics for Forum meetings scheduled in 2019. The Chairperson invited the Hon. Simone McGurk, Minister for Community Services to deliver a brief message to Forum members and to join members for an end of year lunch.

The Chairperson thanked Forum members and Working Groups for their continued goodwill and effort during 2018. The Chairperson also thanked DPC for their support and Helen Creed for her enormous contributions and efforts.

Helen Creed on behalf of the Forum thanked the Chairperson for her continued effort and leadership throughout 2018.

Actions:

- 16. Members to email suggestions for future agenda items and additional discussion topics to the Forum Chair prior to the March 2019 meeting.**

The meeting closed at 12:50pm.

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