

# SUPPORTING COMMUNITIES FORUM

# DRAFT MEETING DECISIONS AND ACTIONS

Date	Monday 25 March 2019
Time	9:30am – 1:00pm
Location	Department of the Premier and Cabinet (DPC) Level 14, Dumas House, 2 Havelock St, WEST PERTH
Members Present	Michelle Scott (Chair), Helen Creed (Deputy Chair), Pip Brennan, Timothy Marney, Lisa Rodgers, Dan Minchin, Tricia Murray, Carol Pettersen JP, Michelle Andrews, Adam Tomison, Julie Waylen, Ross Wortham, Debra Zanella, Louise Giolitto, Darren Foster, David Russell-Weisz, Suzi Cowcher, Commander Sue Young (on behalf of Chris Dawson APM).
DPC	Kim Lazenby, Heather Kay, Jennifer Dass, Andrea Walsh and Emily Roper.
Invited Guests	Jennifer McGrath, Commander Sue Young, Kylie Hansen, Sarah Hooper and Mark Burgess.
Member Apologies	Maria Osman, Chris Dawson APM, Vicki O'Donnell, Neil Guard, Kate George and Jonathan Ford.

# MEETING START 9:35 am

# 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 Maria Osman, Chris Dawson APM, Vicki O'Donnell, Neil Guard, Kate George and Jonathan Ford;
- welcomed Lisa Rodgers, Director General, Department of Education and Michelle Andrews, Acting Director General, Department of Communities as new members of the Forum;
- thanked Commander Sue Young for attending as proxy for Commissioner Chris Dawson APM;

- advised that Sarah Hooper will provide an update on the Government Public Sector Reform Update – Our Priorities (Item 2.2), with Darren Foster and Emily Roper also in attendance to answer any questions;
- thanked Jennifer McGrath (earlier member and Co-Chair of the Our Communities Report Working Group) for attending as a guest to provide a substantive update and discussion on the Our Communities Report Dialogue Blueprint (Item 3.1);
- advised that Kylie Hansen, WA Council of Social Service (WACOSS) will present on the Outcomes Measurement Framework - high-level population outcomes (Item 3.2); and
- welcomed Emily Roper, Acting Deputy Director General, Department of the Premier and Cabinet (DPC) as the Co-Chair of the Communication about the Forum Working Group.
- The Chairperson also updated members on:
  - the briefing meeting with Hon Minister McGurk and the Forum Deputy Chair in December 2018, providing an overview and update on the work of the Forum during 2018;
  - the letter to the Premier sent in January 2019 by the Forum Chairperson providing an update on the work of the Forum and anticipated further deliverables in 2019. The Chairperson advised members that the Premier sent a reply dated 22 March 2019. The Forum Secretariat will circulate a copy of the letter from the Premier to members;
  - the Working Group Co-Chairs meeting held on 31 January 2019 and thanked Working Group Co-Chairs for taking the time to attend the meeting. The Chairperson stated that the meeting was an opportune time to discuss substantial work undertaken by the Working Groups (WGs), achievements made in 2018 and the proposed plan towards achieving specific deliverable and outcomes for 2019, an important year for the Forum. The Working Group Status and Key Milestones Plan circulated with the Agenda sets out the key deliverables for 2019;
  - the meeting scheduled in April 2019 with Robin Kruk AO, Independent Panel Chair, Sustainable Health Review to provide an update on the Sustainable Health Review to the Forum Chairperson and Deputy Chairperson. The Chairperson also advised members about the Ministerial event titled 'The Future for WA Health' to be held on 10 April 2019. The event is hosted in collaboration with the Committee for Economic Development Australia;

## Actions:

1. Forum Secretariat to circulate the letter from the Premier dated 22 March 2019 to Forum members.

## 1.3 Confirmation of the meeting notes from the 10 December 2018 Forum meeting

The meeting notes from the 10 December 2018 were approved with no changes.

## 1.4 Actions arising from the 10 December 2018 Forum meeting

Members noted the completed actions and one outstanding action arising from the 10 December 2018 Forum meeting:

 Action item 13 - Forum Secretariat to circulate the finalised application guide and plan for the Forum to use the tagline 'We're Working for Western Australia'.

Darren Foster advised members that the finalised application guide is now complete and available on the DPC website, and contains common badging information and guidelines in regard to use of the State Coat of Arms and the State Government Badge to ensure consistency across all government departments. Darren advised members that the crest and

tagline 'We're Working for Western Australia' can be used on all Forum related communication material.

# Actions:

2. Forum Secretariat to circulate the updated Forum presentation with tagline 'We're Working for Western Australia' to Forum members.

## **1.5 Conflict of interest declarations**

No conflicts of interest were declared.

# 2. STRATEGIC POLICY AND REFORM

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

Michelle Andrews, Acting Director General Department of Communities, provided an update on the reform work underway within the Department.

Michelle provided a presentation on the Commissioning Roadmap. Members noted that the Commissioning Roadmap (roadmap):

- was developed in 2018 and outlines pathways to support new ways of thinking and working to better leverage local knowledge and value and improve delivery of public services;
- is a strategic approach to the oversight of public services, focussing on clearly defined outcomes and responding to community needs;
- is an opportunity to test new approaches embedding the principles of commissioning through greater collaboration and integration;
- is a very comprehensive five-year reform program focusing on elements of leadership, strategy, process, people and service partners, within an integrated services approach;
- is underpinned by principles that include placing the end user at the heart of the service, is needs-led and focuses on delivering value for money outcomes through coordinated service delivery;
- will align with and support the work of the Procurement Reform Working Group encouraging collaborative decision-making that fosters openness and transparency in procurement of services;
- includes applying an integrated commissioning framework to the 10-Year State Homelessness Strategy (Strategy) initiative. Sitting alongside the development of the Strategy is a procurement process for homelessness services in Western Australia, with a cross-government procurement working group established to guide the development of new service models with contributions from WACOSS and Shelter WA;

Michelle Andrews also advised members about the current state of the District Leadership Groups (DLGs). Michelle advised members that:

- the Department of Communities continues to act as a driver and facilitator for the development of DLGs across the State, assisting Regional Human Services Managers Group transition to DLGs;
- the focus has been on determining what DLGs can offer, understanding more about their purpose, roles and potential for engagement with the Forum;
- the various DLGs have varying mandates to operate based on suitability for their district; and
- as Acting Director General, she is leading a discussion with other DG's on the role and potential of DLGs through the Public Sector Leadership Council.

Forum members discussed:

- that some DLGs have started including Not-for-Profit (NFP) organisations and Aboriginal people;
- the lack of Aboriginal regional managers at the District level and the absence of Aboriginal voice in DLGs; and
- the need to leverage value already being delivered by the DLGs.

Helen Creed noted Grahame Searle's comment on DLGs and his expectations for them to mature in a way that is driven by the needs on the ground. Helen also noted the need to not re-invent the wheel and the importance of leveraging off the existing regional knowledge base and connections.

The Chairperson thanked Michelle Andrews for the brief update and noted that the Forum will seek opportunities to support and collaborate on the reforms underway in the Department.

## Actions:

3. Forum Secretariat to circulate the Department of Communities presentation to Forum members.

## 2.2 Update on Public Sector Reform (standing item) – Our Priorities

The Chairperson introduced this item and invited Darren Foster and Sarah Hooper to briefly discuss the Our Priorities program.

Darren Foster provided an overview of the Our Priorities recently announced by the Premier. Darren noted that the Our Priorities program reflects Cabinet Ministers' deliberations to identify priorities which are of greatest importance to Western Australians and, importantly, require cross-agency collaboration to be achieved, and includes alignment with election commitments. The program's focus covers work across every portfolio in government and combines short, medium and long term targets with varying degrees of ambition. Darren also noted the need for effective collaboration both within Government and between Government and the community sector to deliver better outcomes for people in the community. Darren indicated some specific examples where effective collaboration is already changing Government practice and realising practical improvement in the lives of people.

The Chairperson was pleased to note the commitment to implement changes that will make a difference, with both government and community sectors committed to building evidence-based solutions. The Chairperson noted that the Our Priorities is an ambitious and positive step towards achieving improved outcomes for all Western Australians. It is important to identify and map how the targets will fit with other broader reform initiatives and interaction by the Forum Working Groups.

Sarah Hooper noted that:

- the Our Priorities is a whole of government targets program which will drive cross-government collaboration to deliver outcomes for the community that otherwise could not be achieved by agencies working alone;
- it relies on solutions that are evidence based;
- implementation requires a sustained and concerted effort over time;
- the work is around testing decisions, talking to people on the front line and working closely with PEAK bodies, community services organisations and other key stakeholders;
- the program is focused on 12 priorities aligned to six outcome themes with a strong focus on creating shared prosperity for the people of Western Australia.
- the indicators used to measure the targets will include the use of Australian Bureau of Statistics data and widely used measures to publicly report on the progress of the targets; and

• there will be clear and regular updates and communication of the program successes with government and the community sector, including transparency of data and progress towards meeting the targets available on the Our Priorities webpage on www.wa.gov.au.

Sarah also advised members that the Our Priorities governance framework aims to deliver real outcomes for the community with cross-collaboration between government departments being at the heart of the program.

Sarah further advised members that the Priorities Implementation Unit within DPC will support government to drive delivery of the Our Priorities across all levels of the governance framework. The key function (role) of the Priorities Implementation Unit will be to analyse, liaise, coordinate and report on progress to the Government and the public.

Forum members discussed:

- their desire to ensure that the work of the Forum is well connected and integrated with the work of the Our Priorities program and that the expertise of Forum members is drawn upon;
- the Premier's Priorities program of New South Wales (NSW) and enquired about how NSW has advanced towards the targets in their Premier's Priorities Program;
- whether NSW had surveyed satisfaction levels on their Premier's Priorities program; noting that the NSW's Priority No. 9 (Improving Government Services) measures the NSW Government's Customer Satisfaction Measurement Survey, which captures feedback on 23 different NSW Government services including education, transport and housing.

Sarah advised Forum members that the PSRU would share the NSW's Premier's Priorities 2018 Update Report that provides information on the progress made towards each target, as well as highlighting the successes achieved from the previous year (attached here).

The Chairperson thanked Darren and Sarah for providing an update on the Our Priorities and invited Sarah to update the Forum at a future meeting regarding progress with this reform initiative.

# Actions:

- 4. Forum Secretariat to circulate the Our Priorities presentation to Forum members with more information on the Our Priorities available on the SCF webpage.
- 5. Forum Secretariat to share the NSW's Premier's Priorities 2018 Update Report to Forum members.
- 6. Forum Secretariat to arrange for Sarah Hooper to update the Forum at a future meeting regarding the progress of the Our Priorities program.

# **3. WORKING GROUP REPORTS**

# 3.1 Our Communities Report Working Group – Substantive Update and discussion

The Chairperson introduced this item and invited Co-Chair Dan Minchin and earlier Co-Chair Jennifer McGrath to provide the Forum with an update on this item. The Chairperson thanked the Co-Chairs and members of the Working Group for their contribution and development of the draft report.

Jennifer McGrath thanked the Working Group members and Aha Consulting for their contributions and advised members that:

- the vision for developing the 'Our Communities Dialogue Blueprint' (the blueprint) is to foster collective action and positive change, through an ongoing dialogue between communities; and
- the development of the blueprint has been a collaborative effort between Government and the Forum, and will help progress and support the Government's election commitment to deliver a biennial Our Communities Report which would provide a snapshot of the health of the community in Western Australia.

Dan Minchin advised members that:

- the blueprint is based on design principles that builds a platform for community activation; delivers state-wide insight; enables ongoing conversations; and focuses on gathering qualitative and qualitative data measuring what is important to communities;
- year one will witness delivery of the first biennial Our Communities Report; year three will produce more qualitative stories with data and the evidence base more matured; and year five will support ongoing community dialogue;
- the recommended engagement approach has been informed by a literature review of five other jurisdictions and an assessment of a range of options using five assessment criteria, namely breadth, quality of input, activation, timeliness and resource;
- the Working Group recommends a combination of both broad and deliberative engagement to achieve the highest level of buy in and quality input;
- year one engagement process is focused on qualitative data with the goal of delivering a confirmed set of domains and indicators to evaluate in the following years;
- year one engagement process recommends a practical approach including setting up a citizen's panel with a representative sample of the WA community (100-150 people) to review detailed information provided and to make recommendations about the biennial Our Communities Report; and
- over time, the blueprint will incorporate a range of data to track progress and is intended to link to other related Forum initiatives such as work by the Collaboration, Procurement Reform, Outcomes Framework Working Groups, and wider system reforms such as the 'Our Priorities' program.

Dan Minchin advised Forum members that:

- the final blueprint once endorsed by the Forum will be submitted to Government for its further consideration and decision on next steps; and
- the Working Group has expressed its willingness to continue as a reference group and assist government, if required with further stakeholder engagement and development of the first biennial Our Communities Report.

Forum members also discussed and noted that:

- the creativity and opportunity available with using a citizen's panel approach;
- the importance of taking into account citizen's perspective;
- Aboriginal governance structure is missing and there is an opportunity to include senior level seven (L7) Aboriginal government professionals as part of the governance structure;
- consideration should be given to include individuals from rural and remote areas on the citizen's panel;
- consideration should be given to include representatives from the disability space on the citizen's panel;
- it is important to be mindful about who is consulted and that the same people are not approached multiple times as part of the consultation process;
- the 'Principle of Inclusion' has to be a priority whether in the 'Our Priorities' or the 'Our Communities Report'; and

• there is a preference for the Working Group to continue as a reference group to support the ongoing implementation of the blueprint, which is critical to the Our Priorities, Lotterywest Indicators, Outcomes Framework and other interlinked reform initiative.

Forum members congratulated the Working Group on the considerable amount of effort and work contributed to develop the blueprint.

The Chairperson thanked all Forum members for the points raised and discussed. The Chairperson also thanked the Working Group Co-Chairs Dan Minchin and Jennifer McGrath for their considerable work, engagement and adding tremendous value working together with the government and community services sectors.

Following the detailed discussion, the Chairperson asked Forum members if they were happy to endorse the blueprint. Forum members endorsed the blueprint.

The Chairperson advised Forum members that following their endorsement, the blueprint will be formally submitted to Minister McGurk for Government to consider further and make a decision on next steps. The Minister will also be advised of the Working Group's willingness to continue as a reference group and assist government, if required.

# 7. The Forum Chair will provide Minister McGurk with the final Our Communities Dialogue Blueprint for consideration.

# **Morning Tea**

# 3.2 Outcomes Framework Working Group – Update and discussion

The Chairperson introduced this item, and invited the Co-Chairs Louise Giolitto and Adam Tomison to provide an update on this item.

Louise Giolitto noted that.

- the Department of Finance funded this work through a 2017 Capacity Building Grant awarded to WACOSS. This funding ceases June 2019;
- a draft Outcomes Measurement Framework (Framework) prototype 4 has been developed which is strengths-based and informed by a number of existing outcomes frameworks and approaches;
- the overarching intent of the Framework is to help the public and community services sectors to 'speak the same language, and to support the integration of service delivery on the ground to help achieve better outcomes for Western Australians;
- the work on the development of the Framework has been greatly supported by the Outcomes Framework Working Group and Forum members; and
- the Working Group includes representatives from DPC, Finance and Department of Communities.

Adam Tomison noted that the high-level population outcomes under each domain populate the circle. It will be important to see how it resonates with different groups in government and community services sector.

Louise introduced Kylie Hansen, Senior Consultant, WACOSS to present on the draft Framework. Kylie Hansen advised members that:

- the Framework is an election commitment to deliver an agreed-upon framework to measure outcomes across the community services sector;
- outcomes are highly contextual and the draft Framework houses, orders and nests outcomes at different levels/contexts taking a short, medium and long-term view;
- the Framework is person centred and essentially provides the tools, material, definitions and all the things required to measure outcomes;
- the Framework provides the ability to focus on outcomes instead of outputs;

- there were 95 opportunities to socialise the Framework and receive feedback from the community and wider group of people;
- almost 900 people were reached through these opportunities;
- there were seven focussed consultation workings including two regional workshops;
- more than 10 Directors Generals were briefed on the draft Framework;
- more than 20 other frameworks were shared with the Outcomes Framework Working Group to 'map in' and draw from;
- about 50+ pages of collated feedback have been recorded which has helped inform the work of the Framework;
- throughout the stakeholder consultation and engagement process, connections were made with a number of local government authorities developing their own versions of outcomes hierarchies;
- that initial discussions have occurred with WALGA and staff within the office for the Minister for Culture and the Arts, Local Government and Heritage; and also with City of Perth who recently released a Request for Tender to develop a Social Strategy;
- the development of the Framework is also closely coordinated between the Our Communities Working Group, the development of the Department of Communities Outcomes Measurement Framework, and the Lotterywest WA Indicators of Wellbeing; and
- the draft Framework prototype 4 highlights population level outcomes and provides the modular theories of change, which will align with the work of the Procurement Reform Working Group.

Kylie also advised members that:

- feedback on the draft Framework has been extensive and all feedback will be provided in the final report of the Framework;
- the Framework has been developed with good collaboration and input from other Working Groups of the Forum, Government, Lotterywest and the community sector;
- there is also good alignment with the 'Our Priorities' outcomes; and
- the Framework attempts to use plain English.

Forum members discussed:

- aligning the Framework with Aboriginal frameworks and Disability frameworks;
- using sentences such as 'celebrate Aboriginal culture and diversity';
- changing 'We feel connected to our culture (s) and community' to 'We <u>are</u> connected to our culture(s) and community';
- using inclusive and accessible language under the 'Connected' domain;
- developing a knowledge bank of indicators beginning with information that is already being collected and used currently by agencies and community organisations;
- developing outcomes using a human rights based lens;
- using empowered and inspirational language, taking a quantitative perspective of what society should look like;
- highlighting more of the strengths of Aboriginal people and culture; and
- the importance and need to map how the various frameworks, the Our Priorities program, Our Communities Report Dialogue blueprint, Lotterywest Wellbeing Indicators and other reform initiatives align or interconnect with one another.

Forum members thanked Kylie Hansen for an excellent presentation on the draft Framework prototype 4. Louise also advised members that the final Framework will be presented to the Supporting Communities Forum in June 2019. Ownership of the final Framework, its format, implementation and training of agency staff in applying the Framework will be discussed as part of finalising the Framework.

The Chairperson thanked all Forum members for the points raised and discussed. The Chairperson also thanked the Working Group Co-Chairs Louise Giolitto and Adam Tomison

for their considerable work and engagement with the government and community services sectors.

# Actions:

8. The Forum Secretariat to circulate the Outcomes Framework presentation to Forum members and upload it on the SCF webpage.

### 3.3 Communication about the Forum Working Group – Substantive Update

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

Helen Creed sought feedback from Forum members regarding the proposal to stage a major event, and whether there is merit in holding one large Forum event. Helen advised members that:

- the previous Partnership Forum used a number of mechanisms to communicate across the public and community services sector including holding major events;
- the Communication about the Forum Working Group considered the merit of holding a major event, taking into account discussions at the Working Group Co-Chairs meeting on 31 January 2019; and
- the timelines of several Working Groups of the Forum provide the potential for their work to be presented at a major event for final consultation.

Forum members discussed:

- the purpose and approach of the event should be determined;
- that in the past similar large Forum events have been beneficial for some but others viewed such events as not useful;
- the timing of hosting a large Forum event is important;
- the value of having a large event as it would be quite labour and time intensive;
- a possible event structure could start with an update from the Forum Chair on the work of the Forum followed by updates from different Working Group Co-Chairs asking for assistance with specific pieces of work, if required; and
- that Forum members should re-think the purpose and approach of hosting a large Forum event and to share ideas about alternative effective communication strategies directly to the Communication about the Forum Working Group at <u>SCF@dpc.wa.gov.au</u> for further consideration.

Louise noted that WACOSS has its next big event in May 2020 that the Forum could consider sharing the platform to update and consult on the work of the Forum.

Forum members discussed the DLGS covered under item 2.1 Update on Department of Communities' Reform work (standing item.)

## Actions:

9. Forum members to send suggestions on the proposed large Forum event purpose, approach, timing and attendees, and any other suggestions about communicating about the Forum to the Communication about the Forum Working Group at <u>SCF@dpc.wa.gov.au</u> prior to their Working Group meeting on 7 May 2019 so that a further proposal can be considered at the 24 June Forum meeting.

### 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.

## **Collaboration Working Group**

Ross Wortham thanked his Co-Chair David Russell-Weisz and Department of Health officers for the support provided to the Working Group. Ross advised members that:

- the Literature Review report has been completed and will be circulated to members;
- the Working Group is in the process of collating case studies as examples of successful and/or challenging collaboration within the community sector, government and inter-sectorial projects or programs; and
- a 'Collaboration Case Study' template has been circulated to both sectors seeking case studies.

Ross requested members to circulate the template to their wider networks and to provide completed case study template to the Working Group Secretariat by Friday 19 April 2019.

## Data Sharing and Linkage Working Group

Darren Foster and Pip Brenan, the Co-Chairs of the Data Sharing and Linkage Working Group, provided a brief update to members. Darren advised members that:

- there has been a revised approach to the proposed legislative framework for data sharing. The proposed Personal Information Privacy Bill (the Bill) will ensure strong privacy protection for individual's personal information held by the public sector;
- the Bill will provide a foundation for greater public confidence that will enable government to harness the opportunities for improved services to the community through safe information sharing;
- Robin Ho from DPC has been appointed as the Director to lead the 'Responsible Information Sharing Project' team. The team has been established to progress the Bill and work across government and with key stakeholders to prepare for its implementation; and
- in the first instance, a significant element of this work will involve building and communicating a strong case for stakeholders and the public to understand the benefits of data use, as well as have questions answered about how personal information will be protected.

Pip Brennan also advised members that Dr. Julia Powles, Associate Professor from University of Western Australia (UWA) was invited to attend the recent Data Sharing and Linkage Working Group meeting earlier in March 2019. Pip advised members that:

- Dr Powles has returned to WA as Associate Professor of Law having been a Research Fellow in Information Law at New York University School of Law and 2018 Poynter Fellow at Yale University. She is widely published in the areas of privacy, intellectual property and anti-trust law in relation to data-driven technologies.
- Dr Powles has generously offered to provide further advice to DPC if required.
- The Working Group is actively engaging with the community services sector to inform the draft data sharing legislation. The Working Group will provide a substantive update to the Forum at the 24 June 2019 meeting.

# Procurement Reform Working Group

Tim Marney advised members that the Working Group is currently in the process of scoping good procurement practice examples and has commenced work on drafting a report. Tim also noted that the outcomes-based procurement work will align with the work of the Outcomes Framework Working Group. The Working Group will commence work on the outcome-based procurement part of the project once the Framework is finalised in June 2019.

Tim advised that the Working Group will provide a substantive update to the Forum at the 24 June 2019 meeting. The Chairperson also advised members that Jodi Cant, Director General, Department of Finance will be attending the Forum meeting on 24 June 2019.

# State Homelessness Strategy Working Group

Debra Zanella advised that the draft Directions Papers was circulated to Forum members and other stakeholders for comment and feedback prior to being finalised. The final Directions Paper will be published on the Department of Communities website late March 2019 and will be open for public comments until 29 April 2019, which will inform the development of the 10-Year Strategy on Homelessness.

The Working Group will provide a substantive update to the Forum at the 24 June 2019 meeting. The final Strategy will be available mid-2019.

#### Actions:

10. The Forum Secretariat will circulate the final Collaboration Literature Report to Forum members.

## 4. OTHER BUSINESS

## 4.1 Forum Communications Update

Members noted the summary of communications from 15 December 2018 to 31 March 2019.

## 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.

Pip Brennan raised with members whether there was any interest in a briefing on the Adverse Child Experience Tool.

The Chairperson thanked Forum members and Working Groups for their considerable contribution.

## Actions:

11. Members to email suggestions for future agenda items and additional discussion topics to the Forum Chair prior to the June 2019 meeting.

The meeting closed at 12:55pm.