

Waterloo Impact

FINAL RECOMMENDATIONS

COUNTERPOINT COMMUNITY SERVICES INC

Introduction

This plan aims to strengthen Waterloo future service provision by bringing together our local government and non-government organisations to work together with the community.

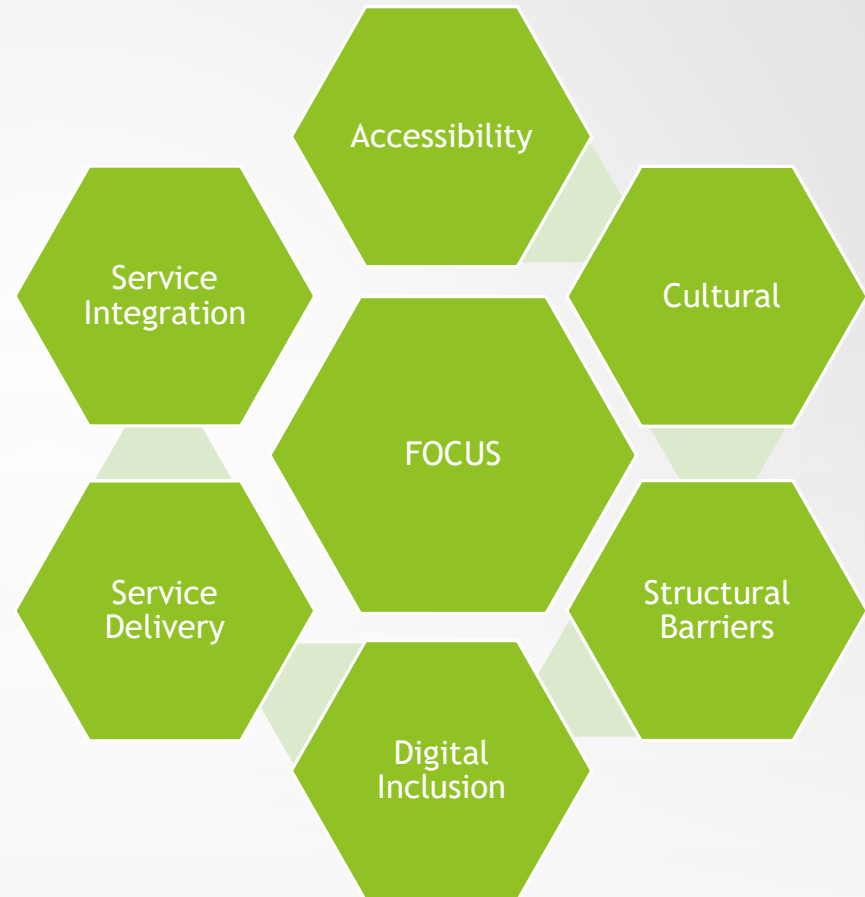
Our vision is to make Waterloo a great place to live, work, visit and rest.

Waterloo Impact plan aims to:

- Highlight the concerns and challenges facing residents in accessing local services
- Create opportunities for community and services to work together to respond to these challenges.
- Outline our findings and give suggestions on what can be to do to achieve improvement.
- To assist in informing the local human service plans for the wellbeing of people in Waterloo



Context



Through a series of consultations, surveys and case studies and planning workshops we have identified the following challenges and opportunities that have informed our recommendations.

Relevant stakeholders will need to work together to address these challenges and opportunities to make change happen for the benefit of all involved in the Waterloo Community.

The recommendations have been made in the context of:

- Historical, current and potential future challenges.
- Forthcoming redevelopment plans for Waterloo and forthcoming local development of a Waterloo human service plan.
- State wide priorities identified within the Human Services Outcomes Framework

6 Focus Areas

- Accessibility
- Culture
- Structural barriers
- Digital inclusion
- Service delivery
- Service integration



Focus Area 1: Accessibility

Current concerns

- **Information:** Lack of information specifically service availability, lines of responsibility, tracking of service contact, complaints/concerns, timelines for outcomes and escalations pathways
- **Complexity:** The system is complicated – difficult to understand who is responsible for what, how things work and how to influence.
- **Frustration:** The need to speak to multiple agencies, constantly reshare the story and the perception that residents need to become overly assertive before positive response or action is initiated

Focus Area 1: Accessibility

Strategic recommendations

- Expand and improve awareness of access points to services for staff and residents
- Offering all residents' access to a simple 'universal' support needs - wellbeing check
- Ensure action to meet Residents needs is taken at the earliest appropriate time and that, where appropriate, action is taken to prevent needs arising, and within a holistic framework
- Develop a cross-government department services accessibility policy and participation framework to help diminish barriers to residents engaging in decisions that affect their lives and communities
- Improve access to information on rights and responsibilities, Service navigators and independent advocates

Focus Area 2: Cultural

Current concerns

- The language, attitude and behaviours of Government service employees and some NGO's is perceived to be patronising, paternalistic and authoritarian rather than supportive & enabling
- The ways in which forums, meetings and other feedback mechanisms are organised and/or responded to/ignored discourages proactive and positive participation and collaboration
- Services are not accountable or transparent in their dealings with residents and the defensive culture is eroding public relations and trust.
- Residents want to be treated better by service employees – and want a change in culture and behaviour and want more involvement in decisions that affect them
- Inconsistency of approach and lack of feedback; leaving people unsure what is done with their input or concerns.

Focus Area 2: Cultural

Strategic recommendations

- Greater investment in the people who deliver services through enhanced staff development for frontline service staff, and effective Human service leadership;
- A sharp local focus on improving performance, through greater transparency, innovation, accountability and use of digital technology
- Develop and enable a culture of open accountable and transparent governance within government departments and other service delivery providers.

Focus Area 3: Structural Barriers

Current concerns

- No existing mechanism that identifies barriers, gaps, policy and practice challenges that cause local frustrations (for community, service providers and government employees). In turn, stalling support and opportunities to achieve systemic change
- Government deterrents lack of integration and buck passing between departments particularly on front line level
- Barriers to sharing and responding to information and client needs
- Lack of resources or authority to act
- Red tape in the form of individual government department forms, style, and repetitive and inconsistent assessment processes

Focus Area 3: Structural Barriers

Strategic recommendations

- Target public policy practices through the development of an integrated and responsive system that can identify and respond to systemic issues in a proactive and timely manner.
- Encourage a culture of shared responsibility and quality improvement.
- Proactively seek and respond positively and meaningfully to feedback
- Develop a program of learning to promote and embed key values required for working across organisational and agency boundaries
- Develop new and strengthen existing structures that enable integrated government, NGO, coordination and community governance
- Undertake planned systematic improvements to aspects of how we function and deliver services

Focus Area 4: Digital Inclusion

Current concerns

- Government push for online service provision to those who have no means and verses lack of online service provision delivered by NGO
- Lack of capacity or accessibility of residents and providers to skills, data and equipment
- Poor IT and integrated infrastructure within the service system

Focus Area 4: Digital Inclusion

Strategic recommendations

- Development of programs which enable residents to develop the confidence and that help them feel comfortable with technology
- Improve access through the creation of affordable internet connection at home and access to the right devices (not just a smartphone!) including home assistance and medical smart devices.
- Provided training and support that gives both residents and services essential digital skills to enable them to realise the social and economic benefits.

Focus Area 5: Service Delivery

Current concerns

- Lacks flexibility and expediency in responding to presenting needs
- Lacks integrated approach
- Large proportion of the population fall through service priorities
- Fails to cope with or address complexity effectively

Focus Area 5: Service Delivery

Strategic recommendations

- Provide the systems, policies and support to ensure service delivery of government and local organisations is governed to the highest standards and are accountable.
- Services are co-designed and delivered strategically based on local evidence, service user involvement and within an integrated framework that aims reduce systemic silo barriers.
- Resident needs and pathways through services (& gaps in provision) is clearly mapped, tracked and outcomes data (positive or negative) are publicly reported.
- Develop a local agreed service delivery values, principles and minimal standards framework based on community expectations that are routinely monitored and responded to.

Focus Area 6: Service Integration

Current concerns

- Silos within departments
- Silos between departments
- Silos between government and non government
- Complex pathways for clients
- Bureaucratic hurdles in sharing and responding to information
- lack of integrated and tracked actions

Focus Area 6: Service Integration

Strategic recommendations

- Improved integration of government and non-government services at a local level driven by better partnerships, collaboration and effective local delivery driven by person-centred resident involvement
- Integration has to be driven from the perspective of service-user outcomes
- Ensure that skills and resources and information are shared across professional boundaries
- Identify areas of good practice and/or challenges in our systems and share learnings, successes and failures that exist within the service system to ensure regular improvements

- Establish a Human Services governance group
- Map and review case coordination approaches
- Staff development through joint training, needs assessment, responses and peer support networks
- Develop processes for identifying and responding to systemic issues
- Review local services pathways, communications and customer service systems
- Develop a single assessment process shared across agencies and offered to all residents – starting with either new tenancies or those who are in regular contact with services
- Develop evidence based advocacy approaches

ideas



please review the full Waterloo impact report

