Waterloo Human Services Action Plan - DRAFT 25 October 2021
Waterloo Human Services Collaborative Group

Introduction

This draft has been created by the two Waterloo Human Services Coordination Groups.

It is based on the draft endorsed at the 24 September workshop of the two Coordination Groups.

It still contains detailed actions. These will be removed in the next version. The detail has been kept here to assist in discussions about leads and participants.

It has six priority areas:
1. **Improved safety**
2. **Improved health and wellbeing**
3. **Improved communication and consultation and community participation**
4. **Improved customer service**
5. **Improved service integration and service accessibility for all service users**
6. **Improved responses to systemic issues (and accountability) on an ongoing basis**

This plan will be used for some further consultation (e.g. Aboriginal and Torres Strait Islander people) and refinement and eventual approval by the Waterloo Human Services Collaborative Group.

The Action Plan will be used by the Waterloo Human Services Collaborative Group to monitor progress.

The Waterloo Human Services Collaborative Group will review this Action Plan at milestones including when the physical redevelopment of Waterloo is closer to implementation.

VERSION CONTROL	
• Collaborative Group: 27 Aug 21	• Cross Chairs: 8 Oct 21
• Workshop: 24 Sep 21	• Front Line Coordination Group: 19 Oct 21
• All Coordination Group Chairs: 5 Oct 21	• Service Integration and Systems Coordination: 11 Oct 21
	• Collaborative Group: 22 October 21
	• Service Integration and Systems Coordination: 25 Oct 21

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Foreword

The Waterloo Human Services Collaborative Group

The Waterloo Human Services Collaborative Group has been established to assist with engagement, planning and coordinated responses by human services agencies to the Waterloo community, in advance of the Waterloo Estate redevelopment, to address the current and future needs of the Waterloo community, specifically those living in public housing by:

- facilitating engagement, planning and coordinated responses by human services agencies to the Waterloo community
- consulting with resident representative bodies. local residents, service users and key stakeholders
- creating a collaborative effort to effect change in the absence of new funding by capitalising on the existing services and capacities.
- this collaboration commits to build community resilience through community development, community strengthening and capacity building.

The proposed outcomes of the Human Services Collaborative Group are as follows:

- better collaboration and coordinated service delivery using existing resources
- better use of and access to services by the community
- improved service culture and provision of customer services
- improved mechanisms for the identification and resolution of local systemic issues impacting service delivery and client experience
- an informed design and development of human services aspect of the built form in the new redevelopment
- a documented action plan with short, medium and long term goals/actions to address local systemic issues.

Context

The NSW Government has made a commitment to undertake human services planning in Waterloo.

In August 2017, the then Department of Family and Community Services (FACS) committed to developing and implementing a Waterloo Human Services Framework alongside the Waterloo masterplan.

Waterloo Human Services Planning Workshops were held by the FACS NSW Land and Housing Corporation (LAHC) involving government, NGO service providers and community representatives in 2018. Consultation with local community members was deferred as a result of a

departmental restructure, and proposed for key points during the redevelopment planning to mitigate consultation fatigue being experienced by the community. The draft Framework has not been released publicly.

LAHC released the outline of its Preferred Waterloo master plan in January 2019. LAHC, now in the Department of Planning, Infrastructure and Environment (DPIE), updated the Social Baseline Report and Social Sustainability Studies in 2020 to support the revised Waterloo South Proposal lodged with Council.

Sydney Local Health District (SLHD) held two Waterloo Health Forums in September 2017 and May 2018 to develop strategies for improving the health and wellbeing of the residents of Waterloo.

Counterpoint Community Services, Inner Sydney Voice and REDWatch co-sponsored the Waterloo Human Service Planning Workshops with LAHC and the Waterloo Health Forums with SLHD. These groups have also been working with the Department of Communities and Justice (DCJ) Sydney, South Eastern Sydney and Northern Sydney (SSESNS) District on human services and housing issues.

There has been significant consultation undertaken with the community regarding current and future needs that will support the development of the Waterloo Human Services Collaborative Group action plan.

In June 2021, a Gateway decision was made to move the proposal for the redevelopment of the Waterloo estate to the next stage. The decision sets conditions that must be met before the planning proposal can be assessed again. The conditions include further investigations, community consultation and set time frames. Once the Department of Planning, Industry and Environment has updated the planning proposal based on the new investigations, the community will then be given the opportunity to have their say and ask any questions they have. This helps inform a decision on a final 'local environmental plan' for Waterloo estate south in around mid-2022.

Area of Work	Actions	Lead	Participants
1. Improved Safety	**1.1. Develop a culturally safe and inclusive safety action plan(s).** a. Check previous Safety Audits and safety action plans for insights into issues and possible solutions. b. Undertake safety audits in key locations to inform the development of a safety action plan. This involves but is not limited to: • Engage with WWSAG (Waterloo Wellbeing Safety Action Group) for consultation, feedback etc. on the implementation and outcomes of the safety audits. • Identify key locations that are experiencing high levels of antisocial behaviour, illegal activity, concerns for the community • Identify key stakeholders to participate in Safety Audits and seek commitment to participate c. Consider positive use of open space and common areas (such as space activation and CPTED principles [Crime Prevention Through Environmental Design]) d. Consider harm minimisation strategies, such as education on safety disposal of injecting equipment.	City of Sydney	Counterpoint SLHD DCJ Housing LAHC Police Tenants/WWS AG MA TPCE

	1.2. Mobilise the community to action to improve safety
	a. Increased community engagement activities (e.g. local resident gatherings)
	b. Raise community awareness relating to safety and crime which includes how and where to report and expectations on record keeping and response.
	 • education on:
	  I. Reporting crime and issues of concern and risk such as:
	   o Common area lights outages (LAHC/Integral)
	   o Broken Intercoms (DCJ/LAHC)
	   o Sign-in requirements to high-rise buildings (DCJ/LAHC)
	   o Antisocial Behaviour and illegal activity (DCJ and NSW Police)
	   o Rubbish dumping (DCJ/LAHC and City of Sydney)
	   o Damaged or blocked fire doors (DCJ/LAHC)
	  II. How to reduce risk of theft.
	  III. Crime prevention tips
	  IV. Cyber safety
	  V. DFV and DVOs
	c. Implementation of Safety Expos in the local community
		Mission Australia - TPCE	Counterpoint
			SLHD
			WWSAG
			City of Sydney
			ISV
			DCJ Housing
			LAHC
			SS Police
			Aboriginal orgs
			CALD orgs
			
			Ron Hoenig
			Jenny Leong attending info share & forum

Merged Waterloo Human Services Action Plan

Area of Work	Actions	Lead	Participants

	d. Consider using existing approaches to by-stander activation
	   • E.g. Motivating Action Through Empowerment (MATE)
	e. Welcome pack for tenants
	   • Contain safety information
	f. Sector Capacity Building
	   • DFV and DVOs		

	1.3. Develop data tool to measure change in safety in Waterloo.
	a. Identify data sources and line items for a baseline measurement. Includes but not limited to:
	   • Police
	   • Antisocial Behaviour data from DCJ
	   • BOCSAR (Bureau of Crimes Statistics and Research) (City of Sydney Council has access to quarterly or bi-annual data)
	b. Make a baseline measure
	c. Make a post "Action Plan" measure (date to be confirmed)
	d. Consider consulting key stakeholders (including local residents) in the development of the data tool and data collection
		DCJ SSESNS Housing	HERDU
			SLHD
			SS Police
			City of Sydney

2. Improved Health & wellbeing	**2.1 Measure the health and wellbeing in the Waterloo community to inform the implementation of the Action Plan** a. Identify existing data sources (consider social determinants of health and strengths-based measures) and line items for a baseline measurement. Includes but not limited to: • Sydney LHD, Central & Eastern Sydney Primary Health Network and G.P.s b. Develop a data tool(s) to Measure the health and wellbeing in the Waterloo community c. Conduct a baseline measure d. Conduct a post "Action Plan" measure.	SLHD	City of Sydney PHN DCJ Education NGOs
	2.2 Increase wellbeing checks on tenants a. Investigate developing a Wellbeing Check (tool) for workers across services to assess service user needs (beyond the presenting need) and link them with support services if required.	SLHD & DCJ SSESNS Housing	Front line govt workers NGOs

Area of Work	Actions	Lead	Participants
	b. Build the capacity of professionals to support tenants with their health & wellbeing needs including encouraging health practitioners, NGOs and Government social service staff to consider the appropriate use of social prescriptions and develop tools and a framework to support this. c. Consider ways to conduct welfare checks by someone other than DCJ Housing.		City of Sydney
	2.3 Investigate the implementation of the Peer Wellbeing Champions project a. Develop proposal to seek resources and commitment to support project development and implementation b. Develop an implementation plan c. Consideration be given to Peers conducting wellbeing checks *(see also 2.2)* d. Implement Peer Wellbeing Champions project	SLHD	MA DCJ Housing Counterpoint Settlement City of Sydney Local residents
	2.4 Increase community awareness of ways to improve health and wellbeing a. Consider implementing existing wellbeing frameworks • For example 5 Ways to Wellbeing: 1. Connect, 2. Be Active, 3. Keep Learning, 4. Be Aware, 5. Help Others. b. Implement targeted health promotion for particular cohorts and issues. c. Considering ways of reducing loneliness and isolation	Approach the CESPHN to lead	SLHD MA DCJ Housing NGOs City of Sydney Local residents
	2.5 Improve access to health and wellbeing services through co-location a. Identify what are the existing stakeholders that provide service to the Waterloo Community b. Identify local resident suggestions for what should be co-located c. Identify what are the key services that the community would benefit from in one location d. Develop a co-location model and investigate feasibility, resourcing etc	Collaborative Group	MA Counterpoint DCJ Housing NGOs City of Sydney
	2.6 Consider the implications of the development of a Health One in Waterloo (being led by the SLHD and is dependent on further funding) **and where appropriate, contribute to the development of the facility.**	SLHD	NGOs DCJ Housing
	2.7 Make better use of existing community infrastructure and its availability and use for community outcomes. For example reinvigorate community rooms and common areas and public spaces to bring community together.	DCJ Housing LAHC confirm with David Johns	City of Sydney Counterpoint NGOs – programming LAHC Mission Australia Tenants

Area of Work	Actions	Lead	Participants

3. Improved Communication and Consultation and Participation	**3.1 Develop a Waterloo community consultation plan that allows comprehensive community input about community needs**
	a. Identify all existing community and representative groups and committees including membership, Terms of Reference and contact details.
	b. Consult with groups about how to engage wider participation across the whole community and all groups represented.
	c. Identify opportunities to expand any existing groups or expand TOR to meet needs identified (gaps)
	d. Investigate annual or 6 monthly tenant forums for key stakeholder to engage, consult, inform and seek feedback on service provision in a productive manner.
	e. Consider various ways to engage with tenants.
	• Digital social media
	• Phone; online etc
	• Community leaders and tenant representatives
	  I. Includes identifying community leaders from First Nations and culturally and linguistically diverse communities
	  II. Use trusted community leaders to communicate messages.
	• Explore ways to use existing forums (e.g. Lord Mayor's forum)
	  I. Includes consideration of the best forums to connect with First Nations and culturally diverse communities
	• Face to face
	  I. For example: Door knocks (CSV and other); Precinct meetings; Public events.
	• Various ways to promote community consultations (e.g. banners that make it clear that tenants feedback is valued)
		Groundswell or Inner Sydney Voice	All participating agencies Tenant Community groups (e.g. NAB) First Nations community agencies and community members CALD community groups (DCJ, SLHD, City of Sydney, MA, Counterpoint, CSNSW) Various Interagencies

	3.2. Review and enhance all existing information distribution mechanisms and pilot new ones where required. a. Develop a clear local service directory so clients know where to go for assistance b. Consider streamlining existing communications plans into one for Waterloo (A Brand or Logo) - see Linker Model Common Branding c. Use good communication principles (language; font size; simple English) d. Provide documents in community languages in a timely manner to tenants. e. Welcome pack for tenants	Counterpoint	Tenant & Community groups Aboriginal and Torres Strait Islander community agencies and

Area of Work	Actions	Lead	Participants
	• Seek tenant feedback on the content and design • Ensure that the existing pack is distributed by DCJ staff (Also DCJ)		community members CALD community groups DCJ Mission Australia
	3.3 Reduce the effects of the Digital Divide a. Investigate the use of technology in key services and the ability for clients to access (i.e. do clients have the technology, is there an alternate, need for Wi-Fi boosters, internet cafes?) b. Investigate tenants sharing Wi-Fi with neighbours.	follow up Customer Service NSW	ISV – digital inclusion Work Counterpoint City of Sydney DCJ
	3.4 Improve Communications for people in the CALD communities a. Ensure clients have easy access to Interpreter Services b. provide documents in community languages • Includes connecting with partners (e.g. SLHD) to share resources to create documents in community languages.	Collaborative Group to approach Multicultural NSW	NGOs City of Sydney Customer Service NSW DCJ
4. Improve Customer Service for	**4.1 Better understand experience by tenants. Work to include:** a. Revision of work done to date mapping clients' experience. b. Based on what we already know, develop 1-3 client journey maps for tenants facing multiple challenges to get a deeper understanding of the "pain points."	Customer Service NSW	DCJ SLHD City of Sydney NGOs

Area of Work	Actions	Lead	Participants
all service users	**4.2** **Investigate possibility of adapting Linker network materials, or similar, to assist in a common approach to improving customer service across the service system. Also review how the NSW Government Customer Commitments and DCJ's Housing Practice Standards might inform customer service improvements.**	Collaborative Group approach Forum of Non-Govt Agencies (FONGA) for a lead	DCJ SLHD City of Sydney NGOs
	4.3 **Based on 4.1 and 4.2 prioritise opportunities for addressing clients' experience and action the outcomes**	Collaborative Group approach FONGA for a lead	DCJ SLHD City of Sydney NGOs
	4.4 **Government and non-government organisation to provide clear timelines and commitments to respond to client or service enquiries**	Consider how connected and what needs a lead	
	4.5 **Develop an ongoing mechanism for identifying customer service issues, training and escalating them. This could be another element of the mechanism for cross and/or inter agency assessment and escalation in action 6.**		
	4.6 **Investigate methods to improve relationships between services to promote customer satisfaction.** a. For example: Co-training		
	4.7 **Improve maintenance responsiveness** a. Implement the actions from the Waterloo Maintenance Workshop. b. Provide clear education to tenants on: • How to report maintenance • how and when to follow up maintenance c. Provide a clear escalation pathway if tenants believe maintenance is not being addressed at all or appropriately	LAHC? Secretariat Confirm with David Johns	City of Sydney Counterpoint DCJ Housing staff SLHD PHU SLHD – Shane Brown?

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Area of Work	Actions	Lead	Participants
	d. Ensure DCJ officers have a clear understanding of their role in the maintenance system e. LAHC attendance at the appropriate meetings such as the Waterloo NAB f. Communication (responsiveness) or feedback from LAHC (or the contracted provider - Broad Spectrum) to tenants and advocates g. Consider text messaging job numbers to tenants when they log a call.		SLHD Community Health? Electoral office
5. Improve service integration and service accessibility for all service users	**5.1 Establish referral tracking and feedback mechanisms on the appropriateness of referrals and encourage active linking of the service user to the service best suited to them** a. Assist and guide clients through an easy to navigate service system and treat clients with respect to ensure they have been heard b. Develop clear referral pathway between services (also refer 5.2 and 5.5)	Maybe a role for DCJ?	
	5.2 Explore mechanism to allow the exchange of information for public housing tenants where informed consent has been granted to share information without multiple consent forms. a. Improve information sharing between agencies for people with complex needs. b. Identify the current opportunities and agreements for information sharing c. Identify gaps and challenges in information sharing to allow 'tell the story once'	To be explored further – Co-Chairs	
	5.3 Explore how minimise the need for multiple form filling and simplify forms consistent with the Customer Service NSW *Filling in forms: Client experiences study.*	Customer Service NSW	DCJ TEI DCJ Housing SLHD City of Sydney Dept of Education NGOs
	5.4 Identify obstacles to increased service delivery cooperation and encourage opportunities to embed expertise, cut red tape, and undertake joint activities. a. For example: Co-training or co-location b. Explore how a joined-up approach such as the Linker model or similar integrated models or toolkits could be adapted to assist with improved integration and service delivery in Waterloo.	SLHD & DCJ	NGOs City of Sydney Dpt of Ed NSW Police

Area of Work	Actions	Lead	Participants
	5.5 Map and review existing case coordination and co-ordinated support mechanisms for residents. The review should include mechanisms for management of antisocial behaviour, implementation of the Housing & Mental Health Agreement, child protection committees etc. [NOTE Overlap with 6.1f]	DCJ	DCJ Housing & Child Protection Unit SLHD –various units NSW Police Reps of MH Agreement NGOs? City of Sydney Dept of Ed
	5.6 Enhance or replace existing case coordination and coordinated support mechanisms to ensure these can be accessed by all agencies for their service users with multiple challenges.	SLHD	DCJ Housing & Child Protection Unit SLHD –various units NSW Police Reps of MH Agreement NGOs? City of Sydney Dept of Ed
	5.7 Coordinate a workshop to identify issues and develop responses that reduce persistent anti-social behaviour complaints. Use this activity to Pilot improved service integration for tenants in complex situations. Suggested initial focus for ASB discussion covers anyone who claims to suffer from sustained unresolved ASB/Neighbour disputes or those who subject to persistent ASB / Neighbour complaints. [Note: Work with clients facing multiple issues needs to work in tandem with work with tenants on improved safety and health and wellbeing.]	DCJ and Police (co-lead)	NSW Tenants Union Legal Services Electoral offices City of Sydney NCOSS

Area of Work	Actions	Lead	Participants
			NGOs Community Housing providers NSW Ombudsman
	5.8 Explore how support agencies dealing with public housing tenants in regular contact with the justice system can better integrate with DCJ Housing to service their clients. Use this activity to pilot improved service integration for people in regular contact with the service or justice system. [Note: Work with clients facing regular contact with the service or justice system needs to work in tandem with work with tenants on improved safety and health and wellbeing.]	DCJ Housing	SLHD Babana Tribal Warrior Deadly Connect WEAVE Corrections (?) Education Court Liaison Officers?
	5.9 Provide appropriate support to clients that are at risk of tenancies failing a. Map providers of supports to tenancies at risk of failure [Note overlap with 5 and 6.1] b. Improve the identification of tenancies at risk (e.g. identifying hoarding and/or squalor etc) • This may involve neighbours who are aware of other people at risk c. Improve the linking of those tenancies at risk, to supports (note Peer Wellbeing Champions may contribute) d. Agencies consider more assertive outreach.	DCJ Housing	SLHD Redfern Legal Centre Sydney Homeless Service DCJ Community Service
6. Improved responses to systemic issues (and	**6.1 Establish a panel of NGO and Government representatives to explore ways to identify and improve responses to service co-ordination and systemic issues on an ongoing basis in Waterloo.** a. Implement enablers (as identified by the panel) to information sharing and strategies to address the gaps and challenges.	Chairs Systems Coord. Grp start then new lead	DET DCJ (all) NGOs SLHD (all) Police

Area of Work	Actions	Lead	Participants
accountability) on an ongoing basis	b. The panel to map the escalation processes within agencies and externally and identify any gaps or areas for improvement. c. Develop escalation pathways for gaps or issues or feedback identified by representative groups ensuring response is provided d. The Panel is to develop a mechanism / reporting tool to capture on an ongoing basis identified issues from frontline workers in both NGO and government agencies. e. The panel is to organise, from time to time, training for frontline workers in both NGO and government agencies in the use of the reporting tool and normal escalation processes. f. The panel is to develop a mechanism for interagency assessment and escalation of issues reported to them. While the panel is primarily concerned with issues requiring multi agency responses, issues that need either single of a multi-agency responses and/or single or across-agency escalation may be escalated to them for consideration. g. The panel should consider any material from the Linker model or other approach that may assist in addressing systemic issues on an ongoing basis.	after Coordination Groups dissolve	City of Sydney