

## Appendix 5 Recommendations of the Human Services Review, copied from the Review Report prepared by Morgan Disney & Associates<sup>597</sup>

### 4.5 The coherent set of recommendations for reform

The following chart presents in a summary form the set of recommendations that address the need for a coherent human services system in Redfern and Waterloo.

Human services system strategies and framework for Redfern and Waterloo

#### **Main Finding of the Review**

The Review has found that the human services system requires significant change based on a locality renewal approach. The NSW Government should facilitate the reshaping of the human services system in Redfern/Waterloo by:

- Strengthening the human services system as one element of a broader locality approach to address the issues in Redfern/Waterloo
- Implementing a community leadership and capacity building strategy for the community in Redfern/Waterloo including the government and non-government services
- Addressing, as a matter of priority, the restructuring and modification of services in certain areas/service clusters
- Approving the development, as a matter of priority, of strategies in priority areas of human service delivery based on Action Plans contained in the Review Report.

#### **The Meaning of 'Community' is Essential to Making a Difference**

The Review is recommending a Human Services System implementation and planning framework as the initial step of a strategy to commence a 10 year, locality-based commitment to Redfern and Waterloo. The framework is based on a local collaborative partnership approach to address the problems of the area and involves effective engagement of key stakeholder groups of the local community i.e. service users, residents, community organisations (including e.g. local business organisations, residents groups and church groups etc.), the three levels of government, and government and non government service providers. In this framework therefore it is essential that this broad definition of 'community' is understood and embraced. No one group will be able to achieve the necessary change on their own and the evidence from around the world confirms the importance of partnerships to change communities.

<sup>597</sup> Morgan Disney & Associates, *Making Connections: Better Services, Stronger Community – Report on Review of the Human Services System in Redfern and Waterloo*, Report for the Premier's Department, November 2004. The full Review Report can be downloaded at [www.redfernwaterloo.nsw.gov.au](http://www.redfernwaterloo.nsw.gov.au)

**RECOMMENDATION ONE: REDFERN WATERLOO PLANNING FRAMEWORK FOR SERVICE SYSTEM IMPROVEMENT**

**That the NSW Government approves a Redfern Waterloo planning framework within which service system improvement occurs through a ten year commitment linked to a locality based model. Reorganising human services system on locality basis**

| Tasks   | Mechanisms   | System outcomes  |
|---|--|--|
| <ul style="list-style-type: none"> <li>o <b>Achieve agreement within State Government on the scope, context and linkages of the system to cover the Redfern, Waterloo, Eveleigh and Darlington precincts</b></li> <li>o <b>Facilitate agreement with and amongst the locality based community stakeholder groups about the scope of the RW human services system</b></li> <li>o <b>Implement a Friedman based community stakeholders engagement process to develop agreed community outcomes for the locality and the human service system</b></li> </ul>   | <ul style="list-style-type: none"> <li>o Implementation as part of the establishment of the IWG</li> <li>o Community process to develop community outcomes for the locality</li> </ul> | <ul style="list-style-type: none"> <li>o Clarity of accountability for RW in local, regional, state and commonwealth context</li> <li>o Active stakeholder engagement with the locality scope</li> </ul> |
| <p><b>Achieve local agreement on PRINCIPLES which will underpin the human services system: the following is an initial set for the first two years:</b></p> <ul style="list-style-type: none"> <li>o A systemic focus on achievement of outcomes for clients rather than outputs</li> <li>o Accountability to service users, residents and government</li> <li>o Commitment to consumer participation, broader community involvement and accessibility</li> <li>o Mutual understanding of and respect for each others' roles and responsibilities</li> <li>o Cultural appropriateness for all cultural and linguistic groups in the area and embracing diversity</li> <li>o Commitment to evaluation and review and evidence based and evidence generating services.</li> </ul> | <ul style="list-style-type: none"> <li>o IWG endorses these principles and uses them to implement and evaluate the first two year human services plan</li> </ul>                       | <ul style="list-style-type: none"> <li>o The service system is driven by shared and agreed principles</li> </ul>   |

| Tasks   | Mechanisms  | System outcomes  |
|---|---|--|
| <p><b>Achieve agreement on OBJECTIVES which will underpin the human services system: the following is an initial set for the next two years</b></p> <ul style="list-style-type: none"> <li>o To build an effective local human services system to meet identified agreed local needs</li> <li>o To develop effective planned collaborative approaches to provide services and contribute to community outcomes</li> <li>o To pursue mainstreaming initiatives which negotiate the redirection of the use of mainstream resources to achieve the agreed local community outcomes</li> <li>o To develop effective integrated service delivery approaches</li> <li>o To build community capacity and leadership, and the capacity of the human service system, through initiatives that include building personal efficacy and leadership skills.</li> </ul> | <ul style="list-style-type: none"> <li>o IWG endorses or develops these objectives to guide the implementation for the first two years</li> </ul>   | <ul style="list-style-type: none"> <li>o The service system is guided by clear measurable objectives</li> </ul>                            |
| <p><b>Evaluate the human service plan over the next two years using the following OUTCOMES</b></p> <p><b>1. Improved collaboration is indicated by:</b></p> <ul style="list-style-type: none"> <li>o the establishment of the human services planning mechanism for the area</li> <li>o organisations talk with respect about each other's roles, responsibilities and work</li> <li>o the establishment of agreed collaborative strategies for five priority clusters</li> <li>o joint training having occurred on 3-4 key training needs including collaboration and integration, working in CALD and Aboriginal communities, strengths-based approaches, developing client outcomes</li> <li>o residents and people who use services report evidence of improved collaboration and improved services</li> </ul>  | <ul style="list-style-type: none"> <li>o IWG commissions and oversees an evaluation framework for the next two years.</li> <li>o Taskforces use the outcomes to guide strategies</li> </ul> | <ul style="list-style-type: none"> <li>o Second Human Services Plan informed by evidence of the effectiveness of the first plan</li> </ul> |

| Tasks  | Mechanisms | System outcomes |
|--|------------|-----------------|
| <p><b>2. Improved service provision is indicated by:</b></p> <ul style="list-style-type: none"> <li>o progress towards the identification of 'specialist' areas for youth services as indicated in the Action Plan in the Review Report</li> <li>o services can identify better client and community outcomes in at least 2-3 key areas</li> <li>o data indicates improved employment outcomes for young people and Aboriginal people</li> <li>o services have increased the numbers of people employed from Aboriginal and CALD backgrounds</li> <li>o increased skills of all staff in providing culturally appropriate services</li> <li>o service models being implemented are strengths-based and supported by training</li> </ul>  | As above   | As above        |
| <p><b>3. Improved community relationships are indicated by:</b></p> <ul style="list-style-type: none"> <li>o improved relationships between Aboriginal, CALD and Anglo-Australian communities in the area which have been supported by opportunities for developing shared understandings of culture, values and community aspirations</li> <li>o decreased incidence of complaints regarding the failure of services to assist and support young people and people with mental health issues</li> <li>o progress is being made to address issues related to drug and alcohol and dual diagnosis services</li> <li>o less complaints about the needle and syringe exchange program and evidence that more people in the community understand its public health role</li> </ul> |            |                 |

| Tasks  | Mechanisms | System outcomes |
|--|------------|-----------------|
| <p><b>4. Improved sense of community safety is indicated by:</b></p> <ul style="list-style-type: none"> <li>o a range of community development activities which are building a stronger sense of community and connectedness</li> <li>o a broad range of people are participating in community development activities</li> <li>o older residents report less fear and increased willingness to venture out into their community</li> <li>o residents and businesses are aware of effective interventions with young people, people with drug and alcohol issues, efforts to increase youth employment locally, and the services available for people with both drug and alcohol and mental health issues</li> <li>o petty crime continues to decrease</li> </ul> | As Above   | As above        |

**RECOMMENDATION TWO: IMPLEMENTATION FRAMEWORK**

**That the NSW Government approves the following framework for implementing changes to the human services system in Redfern Waterloo**

| Task  | Structure  | Mechanism  | System outcomes  |
|---|--|--|--|
| <p><b>Establish a leadership, planning and consultative structure</b></p> | <ul style="list-style-type: none"> <li>o The Redfern Waterloo Human Services Senior Officers Group (RWHSSOG) provides oversight and monitors the development of the Human Services Delivery Plan</li> <li>o An Implementation Working Group (IWG) made up of representatives of key human service agencies and community stakeholders (as defined for this framework) and supported by the Redfern Waterloo Partnership Project develops the plan. The IWG will report to the Redfern Waterloo Human Services Senior Officers Group</li> <li>o Taskforces involving government, non-government and resident representatives work on service clusters as set out in the Review</li> <li>o The existing RW Consultative Council provides a mechanism for two way communication with representatives of community stakeholder groups</li> <li>o The role of other existing consultative mechanisms are engaged to assist in two way communication with the wider community</li> </ul> | <ul style="list-style-type: none"> <li>o The main Local, State and Commonwealth (if possible) Government agencies identify representatives for the IWP</li> <li>o Representation on the IWG of the non-government sector is negotiated through NCOSS</li> <li>o Representation on the IWG of other community stakeholder groups is negotiated through the RW Consultative Council</li> </ul> | <ul style="list-style-type: none"> <li>o A human services system planning structure across two and, if possible, three levels of government, and the community as the foundation of the Redfern Waterloo local planning framework</li> <li>o The community engagement that occurred during the Review process continues during the implementation phase</li> <li>o Productive relationships are consolidated between government and non-government service providers and residents</li> <li>o Shared solutions are developed with the community which also maximises use of resources from the wide range of sources across government and non-government</li> </ul> |

**RECOMMENDATION THREE: COMMUNITY LEADERSHIP AND CAPACITY BUILDING STRATEGY FOR REDFERN WATERLOO**

**That the NSW Government implements a community leadership development and capacity building strategy for the Redfern Waterloo human services system that involves three elements: staff skills development; professional development on new service models and approaches; a community leadership strategy for community stakeholder groups.**

| Task  | Mechanism  | System outcomes  |
|---|--|--|
| <ul style="list-style-type: none"> <li>o Staff skills development for staff throughout the RW human services system on:</li> <li>o partnership skills</li> <li>o a client and community outcome focus</li> <li>o strength-based approaches</li> <li>o evaluation and continuous improvement</li> </ul>  | IWG supported  | <ul style="list-style-type: none"> <li>o An increase in the capacity of staff in the area to</li> <li>o develop and contribute to partnership and collaborative approaches</li> <li>o achieve client and community outcomes</li> </ul> |
| <ul style="list-style-type: none"> <li>o Professional development on new service models and approaches in the areas of:</li> <li>o integrated service models to address the service needs of the population group and issue areas above</li> <li>o integrated case management</li> <li>o out-servicing approaches to integration and co-location</li> <li>o contemporary models for addressing dual diagnosis and domestic and family violence</li> <li>o improved access for and relevance to CALD communities.</li> </ul> | IWG in conjunction with the RWPP and each Taskforce Chair                      | <ul style="list-style-type: none"> <li>o Improved ability to work in collaboration with other services</li> <li>o Different and improved service models</li> <li>o Improved referral processes and case coordination</li> </ul>        |
| <ul style="list-style-type: none"> <li>o A community leadership development strategy across the community stakeholder groups and including the RWPP focusing on community leadership</li> <li>o A capacity building strategy for the non-government sector on governance and mutual accountability</li> </ul>   | IWG in conjunction with RWPP and Taskforce Chairs and the RW Community Council | <ul style="list-style-type: none"> <li>o Clear and agreed leadership which supports and builds services and community engagement and ownership</li> </ul>  |

**RECOMMENDATION FOUR: PRIORITY STRATEGIES AND ACTION PLANS**

**That strategies be developed in priority areas of human service delivery, based on Action Plans contained in the Review Report**

| Tasks  | Mechanism  | Systems outcomes   |  |
|--|--|--|--|
| <p>To commence during the first six months as a priority, strategies for</p> <ul style="list-style-type: none"> <li>o Youth services</li> <li>o Family and children's services</li> <li>o Services for the Aboriginal community</li> <li>o A locality based health service with a priority for mental health, drug and alcohol and dual diagnosis services</li> <li>o Domestic and family violence services</li> </ul> | <p>Taskforces working closely with the government and non-government service providers involved in each service cluster, and working as a key starting point from the cluster analyses and Actions Plans contained in the Review Report</p> <p>In relation to the employment strategy - RWPP should work to continue the proposed development of a strategy for the area</p> | <p>Improvement in community and client outcomes for Redfern Waterloo</p> <p>All services working collaboratively, with distribution of services negotiated and agreed, specialities established where relevant, integrated case coordination models in place, improved skills and training strategies in place</p> |  |
| <p>Monitoring of the progress on crime prevention and community safety should occur throughout the first 12 months</p>   |  |  |  |
| <p>Progress on the ideas underlying an employment strategy should inform the thinking and the work of the RWPP and all community stakeholder groups</p>  |  |  |  |
| <p>In relation to housing support and homelessness, the homelessness strategy with a focus on Aboriginal homelessness should be progressed</p>   |  |  |  |
| <p>Priorities during the second 12 months following completion of the first 12 month strategies:</p> <ul style="list-style-type: none"> <li>o Improved access for people from CALD backgrounds</li> <li>o Future planning of services for people with disabilities</li> <li>o Future planning for services for people who are ageing</li> </ul>  |  |  |  |



**RECOMMENDATION FIVE: RESTRUCTURE AND MODIFICATION OF SERVICES**

**That the NSW Government immediately considers the range of actions to improve the coherence, effectiveness and accessibility of services**

- o Rationalisation or merger of some specific services
- o Co-location of some services
- o Exploration of the feasibility of a back office facility to support merged and co-located services exploration of more possibilities for outsourcing
- o The renovation or improvement of facilities for a number of services
- o The performance review of a small number of services in the next 12 months
- o Service improvements in some specific services.