

## **Minutes**

Meeting of the SWMPF Leadership Group  
9.30am-11.30am, Friday 4 September 2015  
SMYL Community Services  
56, Marine Terrace  
Fremantle

**Chair:** Michael Piu (Deputy Chief Executive Officer, St Patrick's Community Support Centre)

**Attendance:** Luli Kastrati (Regional Manager, Access Housing); Gail Bowman (Manager, Human Services, City of Cockburn); Inspector Tony Carabetta (WA Police); Tracey Delamare (Manager, Program Development, Rocky Bay); Julie Mitchell (General Manager, SMYL); Maria McAtackney (CEO, Nyoongar Patrol Outreach Service); Bram Dickens (Manager, Palmerston Association); Michael Perrott (Business representative); Maureen Colgan (Community member); Olwyn Craske (Team Manager, Ruah Inreach, Fremantle); Lucy Coleman (Service Support Manager, Department of Human Services); David Cain (Executive Manager, Independent Living & Accommodation Services, UnitingCare West); Claire Heffernan (Manager, South West Metropolitan Youth Justice Services); Karin Mac Arthur (Executive Director, South West Metropolitan Partnership Forum); Jenni Gordon (Senior Research and Operations Officer, PIR and SWMPF)

**Proxy:** Martine McDougall (CAMHS - representing Catherine Hollinworth who is on leave)

**Observer:** Sarah Tadier (General Manager - Service Delivery, One Healthy Community)

**Apologies:** Glenn Mace (District Director, Department for Child Protection and Family Support); Dylan Smith (Executive Officer, Fremantle Foundation); Leanne Hartill (Manager, Neighbourhood Development, City of Melville); Catherine Hollinworth (Service Manager, Fremantle CAMHS); Colin Alston (Area Manager, Disability Services Commission); Collene Longmore (Executive Director, Fremantle Multicultural Centre); Tracy Foulds (Executive Officer, HeadWest); Megan Milligan (Senior Health Promotion Coordinator, South Metropolitan Population Health Unit); Jennie Gray (A/Manager - South Metro, Anglicare WA); Penelope Mogridge (Head of Department, Social Work, Fremantle Hospital); Lesley Moreschi (CEO, Meerilinga); Jenny Victory (Social Work

Professional Lead, Alma Street Centre); Christa Reigler (CEO, One Healthy Community); Ann Atkinson (Coordinator, Strong Families)

### **1. Welcome and apologies**

As above.

Michael noted that there was an unusually large number of items on the meeting agenda. This was because the previous Leadership Group meeting had been cancelled to allow for the inaugural annual review meeting. Unfortunately, the large agenda would mean there would not be time on this occasion to split the meeting into smaller groups.

Michael asked members to indicate any items that they wished to be carried over to a future meeting for further discussion in smaller groups.

### **2. Approval of minutes of meeting 1 May 2015**

The minutes were approved without change.

### **3. Business arising from the minutes**

Agenda item 5:

The Leadership Group's recommendations to support the SWMPF and its projects – in terms of both physical and financial resources - would be included in the work plan of the SWMPF's Financial Sustainability Committee (the establishment of which was itself a recommendation of the Leadership Group's last meeting).

One of the recommendations was to seek support from the WA Football Commission to support the at risk 8 - 13 year olds project. In the event, this approach was pre-empted by the WAFC itself, who approached the SWMPF in July to see if it could repeat in the South West region the very successful program it's been running for at risk young people in the South East. (Details about this program, which has now started in Willagee, are provided in the 'SWMPF update' provided with the meeting papers.)

Members attending the last meeting of the Leadership Group stressed the need for the SWMPF to ensure all initiatives we support are sustainable. For example, Julie Woodhouse, the Department of Education's representative, voiced concern that one of the primary schools we were working with might be depending on 'hand outs' from the SWMPF rather than becoming an active partner in the project. Julie attended a meeting that Karin had convened with the three Principals the following week and reported that she was reassured that all the schools were serving as active partners in the project.

Michael Piu gave a brief report on a conference he attended in Sydney in July on Social Impact Investing. Les Helms from Ernst and Young was one of the keynote speakers at the conference. Michael and Karin subsequently held a telephone

conference with Les to explore possibilities for enlisting Les' expertise to build a business case to attract social investment funds to the SWMPF. Les, who is currently visiting Perth on a regular basis, has undertaken to provide us with a proposal in due course.

#### Agenda item 8

Neither agenda items nor suggestions as to priority advocacy work to be undertaken by the SWMPF have been received from members of the Leadership Group.

#### 4. Update from SWMPF Executive Director

Members received the 'SWMPF update' with the meeting papers.

- Karin provided a brief PowerPoint presentation summarizing some of the key points from her written report.
- Given this meeting was the first Leadership Group meeting in four months, Karin began her presentation with a call on Leadership Group members to 'renew their vows'; that is, to recall what the SWMPF and its members are trying to achieve and the role that each of us has to play. The response from Leanne Hartill summed up the various comments made by members:
  - Why are we here? – to pool financial and human resources, energies, knowledge and skills to work on identified complex community priorities requiring a multi-agency approach.
  - What are we trying to achieve? – positive sustainable change; tangible, noticeable difference; a contribution to improved community well-being; community empowerment.
  - What role does each of us play? – contributing to question 1.
- Karin noted the significant difference in her presentation's pitch compared with the last Leadership Group meeting. Whereas the focus at that time had been on the many different challenges being faced by the SWMPF and its four projects, now it was on the many different milestones that had been achieved in all four projects, as reflected in some five pages of the 'SWMPF update'. Similarly, whereas the last meeting noted the considerable interest the SWMPF had been generating at national and international levels, this meeting learned of the considerable increase in interest at the local level, as reflected in the increase number of membership applications and offers of support that had been received.
- Members applauded Bram Dickens for his support of the vulnerable and at risk 8 – 13 year olds project. Bram explained that Palmerston was running a resilience building program in each of the three schools. The program, which had been tailored to the particular needs of each school, was running five times a week (the children in two of the three groups have been split into two groups) and was expected to continue until the end of Term 4, 2016. (Full details about this fantastic initiative are provided in the 'SWMPF update'.)

- Members also thanked Michael Perrott for the efforts he had made in promoting the SWMPF to the Premier and Minister Tony Simpson, including a meeting with the Minister and his staff. Following his meeting with Michael Perrott, the Minister wrote to Michael Piu inviting him to meet with his Department to discuss funding of the SWMPF beyond June 2016.

## **5. Review of the SWMPF inaugural annual review, recommendations presented and future strategy**

Members received with their meeting papers a written report on the annual review together with the findings of the evaluation survey.

The Leadership Group was asked to consider the five recommendations:

1. Consider and indicate the ways in which Leadership Group members will increase awareness within their respective organisations of the SWMPF, its projects and the impact of its collaborative approach to date.
2. Quantify the contribution (financial and in-kind) that their respective organisations are making to the SWMPF.
3. Support the establishment and operation of the Financial Sustainability Committee by identifying suitable members and advising possible funding sources.
4. Identify the priority focus of the SWMPF post-2016. This will necessarily be a 'best case scenario' until it is known what funding (if any!) can be secured to continue beyond the cessation of the Social Innovation Grant in June 2016.
5. Note the findings of the inaugural review meeting and advise any other strategies that might be undertaken in response to these.

The Leadership Group decided that recommendations 1, 4 and 5 required detailed consideration and, for that reason, should be the subject of simultaneous workshops at a future Leadership Group meeting. This would allow for the recommendations to be discussed in small groups.

The Leadership Group supported David Cain's suggestion that consideration of the future priorities of the SWMPF should include agreement on what the conclusion of the current four projects would look like.

In the meantime, the Leadership Group recommended that the SWMPF provide a regular newsletter that could be used for internal and external communication purposes. (It was noted that a similar recommendation had been presented the previous week at the SWMPF's workshop for inter-agency groups.) In addition, it was recommended that a 'portable' PowerPoint presentation on the SWMPF would assist the Leadership Group members in raising awareness of the initiative, both within their organisations and externally.

It was agreed that recommendations 2 and 3 could be addressed by email out of session.

**Actions:**

- Recommendations 1, 4 and 5 to be placed on the agenda of a future Leadership Group meeting for debate in small groups.
- Karin to look at producing a SWMPF newsletter and portable PowerPoint presentation for Leadership Group members.
- Karin to ask Leadership Group members to quantify the contribution that they are making to the SWMPF (in terms of both physical and financial resources).
- Karin to follow up with Leadership group members regarding suitable candidates for the Financial Sustainability Committee.
- Karin to send the report on the inaugural annual review to all participants and advise them of the Leadership Group's decisions.

**6. Branding of the SWMPF and SWMPF initiatives**

The Leadership Group considered the views expressed in favour and against collective branding of the SWMPF (full details in written SWMPF update). Members agreed that the SWMPF branding should preclude any individual logos as the SWMPF's generic brand represents all its individual members.

It was acknowledged that some funding agencies may require their logo to be featured. In such instances, members agreed that they would explain the importance of the collective branding to the funding agency and, where there was a legal objection, the individual logo of the funding agency would be allowed.

**Action:**

- Karin to advise the working groups of the Leadership Group's decision.

**7. Presentation on the SWMPF Think Tank – David Cain, Executive Manager, Community Living, UnitingCare West**

The Coordination of Wrap-Around Services working group completed all the groundwork for the establishment of the SWMPF Think Tank in June, including a dedicated page on the SWMPF website which provides referral guidelines and allows for online referrals.

Unfortunately, the group had to put this initiative on hold as we did not receive enough applications from Leadership Group members to join the Think Tank panel. For that reason, David Cain, the Chair of the CWS working group, provided a comprehensive presentation to the Leadership Group meeting in order to improve understanding of this important initiative and encourage Leadership Group members to nominate suitable candidates.

David explained that the Think Tank is being established to address *systemic barriers* that are inhibiting positive client outcomes. He gave the following case study as an example of the type of barriers the Think Tank would be addressing:

### Sample referral

Casey is a 25-30 year old Aboriginal client.

She has a history of alcohol and drug use, unstable housing and family DV.

She has six young children (18 months - 8 years).

They are in the care of the Department for Child Protection and Family Support

She has been attending Drug and Alcohol counselling.

Casey is working towards getting her children back in her care.

DCPFS require her to have stable housing for six months and to test clean for drugs and alcohol for the same period.

She links up with Anglicare WA Housing support to address her accommodation needs.

She is receiving Newstart benefit but she also has Centrelink debt which when deducted reduces her total income, thereby undermining her ability to find affordable housing.

CATCH 22

If she had her children in her care, her Centrelink income would increase to sole parent pension which might then cover her accommodation.

She has been assessed by Anglicare as making every effort to be reunified with her children in the context of these many complex challenges.

Jenni Gordon pointed out that the difficulties being encountered by Caralee Community School in continuing its very successful after-school homework program provide another example of the type of systemic barrier that the Think Tank will be seeking to address (in that case, the funding parameters of individual organisations involved are preventing achievement of the desired outcomes).

David stressed that the Think Tank is NOT about coordinated case management. He also indicated that referrals can be made to the Think Tank only when all other avenues have been exhausted.

He believed members would derive several benefits from joining the Think Tank, including:

- The opportunity to progress complex cases and improve outcomes for clients with multiple needs.
- The opportunity to brainstorm a diverse range of perspectives and be challenged to think outside the square.
- The opportunity to hear different and/or new perspectives, which effectively equates to professional development or group supervision.
- The deliberations of the Think Tank will assist members to apply enhanced rigour to service delivery methods and frameworks.
- Think Tank examples can be used in progress reports to funders as an indicator of continuous quality improvement.
- The opportunity to network with other service providers.

Finally, David clarified that the time commitment required of Think Tank members would depend on the number of people who join and their nominated area of expertise. Each panel – which will meet for three hours once a month – will comprise 5 – 8 members.

He stressed that the Think Tank would be trialled for an initial period of six months and would be calibrated according to the findings of the initial trial period.

Background information on the Think Tank was provided to Leadership Group as part of the meeting papers.

Leadership Group representatives from the City of Cockburn, WA Police, Ruah, St Patrick's, Nyoongar Patrol Outreach Service, Rocky Bay and SMYL all advised their organisations would nominate for the Think Tank. Nominations would depend on each individual's area of expertise. The WA Police, for example, would nominate four people who would be called depending upon the police district involved.

David advised that nominations should include senior people who can think strategically and have the authority to make decisions (the Think Tank, for example, will be agreeing the issues that will require advocacy on the part of the SWMPF).

**Actions:**

- Karin to follow up with Leadership Group members regarding possible nominations to the Think Tank.

- David and the CWS working group to invite referrals to the Think Tank as soon as Think Tank has enough confirmed members to begin deliberations.

## **8. Leveraging the influence of the SWMPF: proposed advocacy role and coordination of grant applications**

### Advocacy

The Leadership Group unanimously agreed that the SWMPF should leverage its influence to undertake advocacy work on issues impacting on the sector in the interests of improving social outcomes.

It was further agreed that State government members, for example, would not automatically abstain if it were a State Government policy that was the subject of discussion. Rather, it would depend on what the issue was and the way in which the issue was presented. Each issue would be considered on its merits. For example, Claire Heffernan (Youth Justice Services) said she would have supported the financial counselling letter that had been drafted by Gail Bowman and Michael Piu following the budget announcement that such funding would cease.

Gail reported that 50 per of the funding for financial counselling had been reinstated to date thanks to the advocacy work undertaken by various Councils, WACOSS and individual NFPs. This demonstrates that advocacy can and does work!

### Coordination of grant applications

The Leadership Group also agreed the value of coordinating applications for certain grant rounds. It was suggested that individual SWMPF members should let other members know when they believed that such coordination would be beneficial and convene meetings accordingly. (This would not be driven by the SWMPF secretariat given its limited resources at present.) The SWMPF would be asked to endorse the agreed applications, which would give them added weight.

While priority would of course be given to funding applications to support SWMPF projects, the SWMPF would also support projects meeting other priority community needs, as identified by the membership.

Individual members applying for funding were encouraged to seek SWMPF endorsement as it was felt that this would be of considerable benefit. Palmerston, for example, will seek SWMPF endorsement for its upcoming drug and alcohol funding application to the Commonwealth.

Individual SWMPF members tendering for funding were also reminded of the added value of seeking funding partners from among the SWMPF membership.

SMYL, for example, is partnering with Fremantle Multicultural Centre for an OMI grant to run a Harmony Week event at Davis Park.

Gail Bowman advised she would send out an email to Leadership Group members to coordinate applications for the DSS funding for Financial Counselling, Capability and Resilience Hubs.

Julie Mitchell said that SMYL would be happy to support any SWMPF member applying for that funding as it provided several relevant services for young people.

**Action:**

- Gail to lead coordination of funding applications for Financial Counselling, Capability and Resilience Hubs.

**9. Draft Terms of Reference: SWMPF Financial Sustainability Committee**

These were endorsed without amendment.

David stressed the need to highlight that this committee would be concerned with the physical as well as the financial resourcing of the SWMPF.

**Action:**

- Leadership Group members to advise Karin of any suitable candidates to join the SWMPF Financial Sustainability Committee.

**10. Any other business**

- Michael advised members that community forums would be held next month (one in Fremantle and one in Cockburn) for agencies seeking information about the Fremantle Family Support Network. Members will receive notification of these forums in due course.
  - A number of positions have now been advertised for the FSN. Michael sought members' assistance in encouraging Indigenous people to apply.
  - He stressed that the FSN would belong to its members; St Pat's would be assuming a servant-leader role.
- The Leadership Group members were encouraged to promote the SWMPF tools to facilitate informed consent and encourage information sharing that have been developed by the CWS group (distributed with the meeting papers).
- The SWMPF community profiles, developed by the Social Planning group, would be made available to service providers and social planners.
- Many thanks to Julie and SMYL for hosting our meeting – and for the magnificent morning tea!

**11. Next meeting**

9.30am – 11.30am, Friday 6 November 2015. Venue to be advised.



Not-for-profit organisations



Government  
(local, State and Commonwealth)



Business



Community



Philanthropy