

Minutes

Meeting of the SWMPF Leadership Group
9.30am-11.30am, Friday 5 February 2016
City of Cockburn
9 Coleville Crescent, Spearwood

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

Attendance: Leanne Hartill (Manager, Neighbourhood Development, City of Melville); Inspector Tony Carabetta (WA Police); Julie Mitchell (General Manager, SMYL); Bram Dickens (Manager, Palmerston Association); Peta Wootton (CEO, Fremantle Multicultural Centre); Penelope Mogridge (Head of Department, Social Work, Fremantle Hospital); Beverley Bone (Manager, Community Development, City of Fremantle); Gary Anderson (Assistant Regional Executive Director, South Metropolitan Education Region); Luli Kastrati (Regional Manager, Access Housing); Colin Alston (Area Manager, Disability Services Commission); Claire Heffernan (Manager, South West Metropolitan Youth Justice Services); Tracey Delamare (Manager, Program Development, Rocky Bay); Megan Milligan (Senior Health Promotion Coordinator, South Metropolitan Population Health Unit); Dee Skuza (Chair, Vulnerable and At Risk 8-13 Year Olds Working Group and Community Development Officer – Youth, City of Melville); Jenni Gordon (Senior Research and Operations Officer, SWMPF and PIR); Karin Mac Arthur (Executive Director, SWMPF)

Proxies: Jill Zumach (Childcare and Seniors Manager, Community Development, City of Cockburn); Brent Lippiatt (Departmental Officer, Families, Early Childhood, Communities Section, Department of Social Services); Ann McKay (Deputy District Director, Department for Children and Family Support)

Apologies: Gail Bowman (Manager, Community Development, City of Cockburn); Michael Perrott (Business representative); Olwyn Craske (Team Manager, Ruah Inreach, Fremantle); David Cain (Executive Manager, Community Living, UnitingCare West); Louise Shilson (A/Regional Manager, South Metro - Department of Housing); Jennie Gray (Regional Manager - South Metro, Anglicare WA); Maureen Colgan (Community member); Dylan Smith (Executive Officer, Fremantle Foundation); Tracy Foulds (Chief Executive Officer, HeadWest); Jennifer Valesini (Chair, Social Planning Working Group and Senior Project Officer - Community Engagement, City of Fremantle); Sarah Tadier (A/CEO, One Healthy Community); Deb Edwards (Manager, Families and Communities, Department of Social Services)

1. Welcome and apologies

Michael welcomed three new members of the Leadership Group:

- Gary Anderson, Assistant Regional Executive Director, South Metropolitan Education Region
- Beverley Bone, Manager of Community Development at the City of Fremantle
- Peta Wootton, Chief Executive Officer, Fremantle Multicultural Centre

He also welcomed Brent Lippiatt, Ann McKay and Jill Zumach who were attending as proxies on behalf of Leadership Group members currently acting in other positions.

2. Renewal of commitment to *SWMPF Principles 2016*

To mark the start of a new year, members signed an A3 poster listing the *SWMPF Principles* in a symbolic gesture to confirm our continued commitment to collaborative working.

3. Approval of minutes of meeting 6 November 2015

The minutes were approved without change.

4. Business arising from the minutes

Item 6:

Michael repeated the call for organisations planning events in Fremantle to please consider holding these in Davis Park.

Item 8:

Michael noted that no additional suggestions had been received from Leadership Group members as to how SWMPF could add value to our new priority areas (stage 2) of mental health, FDV and housing. The business case for stage 2 funding has now been submitted and includes the ideas presented at the Leadership Group meeting in November.

5. Update from Executive Director, SWMPF, and working group chairs

Members received the Executive Director's written update with the meeting papers. All working group chairs (or their representatives) provided a verbal update on their respective projects, as follows:

Collaborative place-based intervention in Davis Park (Colin Alston and Julie Mitchell)

Despite the challenges of recent weeks, which are detailed in the ED's written report, the engagement with residents has been positive and there was good discussion at an informal meeting with residents on 29 January. The State Member for Fremantle, Simone McGurk MLA, attended this meeting.

The working group has developed new governance arrangements to assist in clarifying the roles and responsibilities of the new Davis Park project officer.

The FMC has agreed to use some of the budget to engage, on a casual basis, a resident of Davis Park to work with and support the new project officer. A flyer has been developed to advertise the position, which will be distributed on Tuesday 9 February. A key function of this role will be to facilitate the establishment of a residents' association or similar representative mechanism.

The worrying reappearance of discarded syringes in Davis Park was also discussed. Bev confirmed that the City of Fremantle is working on an appropriate response, which will include the installation and emptying of safe disposal bins. Karin reported on a recent meeting with the A/Manager of the Department of Housing, where it was agreed to extend the probationary period for a further six months of two tenancies that are believed to be behind the resurgence of drug dealing and burglaries at Davis Park. It is hoped that during this time the Police will be able to obtain sufficient evidence with which to charge and convict the alleged perpetrators.

A new issue that residents have raised relates to a small group of people who have been regularly sleeping in the park. Michael said he would ask St Pat's Street to Home outreach officers to look into this.

Actions:

- Michael to advise Street to Home team about rough sleepers in Davis Park.

Vulnerable and at risk 8 – 13 year olds (Dee Skuza)

Dee reported that working group members were starting off the year with renewed energy and were looking forward to the many positive initiatives ahead. In addition to the excellent resilience building program being run by Palmerston's Simone Ryan, the group will also be inviting the children's ideas on how to spend the grant funds of \$10,000 recently received from the Fremantle Foundation. The funds will be divided between the schools and will be used to benefit all students.

The focus in Term 1 will be on helping the children feel safe and supported in the community (project outcome 4) as well as exploring initiatives to support Year 6s transition to high school.

As noted in the ED's report, the working group is having great difficulty in progressing the project at Winterfold Primary School (WPS). This is due primarily to the school not providing the necessary resources to support the project and ensure its long-term sustainability. Karin is continuing discussions with the school; however, it was noted that it might be necessary for the SWMPF

to withdraw. Palmerston has advised it will not run its program without a support teacher (or chaplain) attending the session.

Dee spoke about the WA Football Commission's excellent new program that will be running in all 3 LGAs from 24 February. She asked members to please support the program by promoting it widely. An electronic copy of the flyers (one for each LGA) is attached with these minutes.

Karin noted the tremendous amount of work that Dee had undertaken to get the WAFC program off the ground.

Action:

- Members to assist in promoting the WAFC program for children aged 6 – 16.
- Gary to speak further with Dee after the meeting about WPS.

Social Planning (Jenni Gordon)

Jenni reported that the SWMPF's *My Community Directory* is scheduled to be finished this month. The Directory builds on the map of 780+ services across the 3 LGAs that was presented at the last Leadership Group meeting (and developed in partnership with the Department of Local Government and Communities). She had hoped to present the Directory at this meeting but there have been a number of delays on the part of the directory developers. As soon as the Directory is completed – likely within the next few weeks – Jenni will email Leadership Group members the hyperlink so they may view it at their leisure. .

The communications campaign to promote the SWMPF's *My Community Directory* has had to be pushed back to March. This will involve community forums in each of the 3 LGAs to which service providers and other stakeholders will be invited. The working group is also producing printed material to promote the directory.

Action:

- Jenni to send Leadership Group members link to SWMPF's *My Community Directory* as soon as this is completed.

Coordination of wrap-around services (Karin MacArthur, Jenni Gordon, Brent Lippiatt)

Leadership Group members were reminded that the SWMPF Think Tank is now open for business and were encouraged to refer to the Think Tank cases of systemic barriers that are impeding the delivery of optimum outcomes on behalf of their clients.

Brent suggested it would be useful to review the role of the Think Tank at a forthcoming Leadership Group meeting. This is because the first case study has

required the Think Tank to get directly involved in reaching resolution with the key stakeholders, rather than - as originally anticipated - inviting only disinterested parties to problem solve systemic barriers at a remove from those directly involved.

Jenni reported that the working group had launched the previous day two new resources at an event to which all inter-agency groups operating in Cockburn, Fremantle and Melville were invited. The resources – a directory of inter-agency groups in the region and a one-pager outlining the 10 building blocks to effective collaboration – are attached with these minutes. The working group has received very positive feedback on this initiative.

A focus of the working group this year will be on supporting service providers to assist clients to become actively involved in identifying their needs and in the development of the attendant responses. Jenni will shortly be sending out a survey to the SWMPF membership to seek their feedback on a number of suggested initiatives the working group might undertake in this area.

Action:

- The role of the Think Tank will be placed on the agenda of a future Leadership Group meeting (once the SWMPF has received a range of referrals to indicate where it can best add value).

6. Business case for expanded SWMPF 2016-2019 - overview of key issues

Karin gave a presentation on the funding proposal that was submitted to the State Government in January. A copy of the proposal was provided to all Leadership Group members with the meeting papers.

By way of introduction, Karin highlighted the principal reasons for the request for continued funding, notably:

1. The demonstrated success of the SWMPF collaborative initiative. For example, the improved outcomes that the SWMPF has delivered through its collaborative place-based intervention in Davis Park and the improved school attendance and behaviour of the children participating in the vulnerable and at risk 8 -13 year olds project were powerfully demonstrated at the inaugural annual review meeting.
2. The demonstrated improvement in collaboration between service providers – government and not-for-profit – as a result of the SWMPF initiative was also recognized at the annual review.

It was for these reasons that the participants at the annual review unanimously called for the SWMPF initiative not only to continue but for its scope to be expanded to other key priority areas, such as mental health, FDV and housing.

The proposed stage 2 would see, at its conclusion in 2019, the handing over of the Davis Park project to Davis Park residents and children's project to the

participating primary schools. The funding proposal seeks two x 0.5 FTE to assist in progressing these two projects.

All the shared outcomes of the Coordination of Wrap Around Services and Social Planning projects would be delivered by the end of stage 2.

The SWMPF would expand its scope to include innovative, collaborative approaches to support government in responding to mental health, FDV and housing. It is further proposed that the SWMPF would trial a collaborative funding approach to assist in meeting housing needs, based on the model successfully applied by the US Department of Housing and Urban Development.

A number of changes would also be introduced based on the learnings from stage 1, notably in relation to governance arrangements and the selection process for membership of the different working groups, the steering committee and Leadership Group.

While the Leadership Group meeting in May had expressed support for the introduction of a membership fee, Karin noted that correspondence in recent weeks suggested that there was not, in fact, consensus on this issue. This was further confirmed at the meeting where a number of members voiced their concerns about the proposal. These included:

- the difficulty members would face in obtaining approval for such a fee (as a result not only of financial constraints but also delegated authority issues, budget lines and so on);
- the risk of excluding potentially valuable members who could or would not pay;
- the fact that many members already contribute significant amounts in staff time as well as in actual funds.

It was also argued that a membership fee would not necessarily translate into commitment to the SWMPF initiative.

It was agreed that the Steering Committee should review this matter and present an alternative proposal to the Leadership Group that responds to the different concerns raised.

It was further suggested that the decision-making processes of the Leadership Group should be reviewed. This was because so many participants at this meeting did not agree with the proposed introduction of a membership fee, whereas participants at the May meeting had supported its introduction and the deliberations at that time did not suggest it was a contentious issue.

In discussing the contributions that members have been making to the SWMPF, it was agreed that it would be extremely helpful to be able to quantify these

contributions in dollar terms. Karin advised that Ernst and Young would shortly be undertaking this exercise as part of its feasibility study and that, in order to do so, they would require input from all the Leadership Group (and working group) members as to their individual contributions.

It was noted that the Department of Local Government and Communities' (DLGC) initial response to the business case had been very positive. A key reason for this is the reputation that the SWMPF enjoys, the potential the SWMPF model offers to be replicated elsewhere, and, most importantly, the SWMPF's efforts to explore alternative funding sources. The DLGC particularly welcomed the study being undertaken by Ernst and Young to develop tailored payment by results funding mechanisms for the SWMPF's two collective impact projects.

Karin concluded the presentation highlighting some of the recent challenges that the SWMPF had faced. These appear to have arisen as a result of a lack of communication/information sharing within some member organisations. Communication within member organisations has been an ongoing challenge for the SWMPF and led participants at the annual review to call on the Leadership Group to discuss strategies for improving internal communications (the focus of the workshop scheduled for this meeting). A further challenge was to demonstrate to all member organisations how the SWMPF assisted them in meeting their respective KPIs.

The lack of communication within some member organisations had, in turn, led to a lack of collaboration that had undermined the work of the SWMPF in Davis Park. An example of this was the surprise front page article in a recent *Fremantle Herald* announcing the imminent bulldozing of social housing in Davis Park.

Michael proposed that the Leadership Group convene for a special workshop to look at ways of how we might further improve our collaborative efforts.

In acknowledging the recent challenges that have been presented, it was important not to disregard the underlying progress that had been made in strengthening collaboration within the SWMPF membership. This solid foundation had enabled us to quickly address the challenges raised. Thus, for example, when staff changes at WA Police had meant the local Police team had not been able to respond as normal to calls for assistance at Davis Park, when apprised of the situation Leadership Group member Inspector Tony Carabetta quickly succeeded in getting the project back on track. Similarly, as noted above, the Housing Authority agreed to extend the probationary period for a further six months of the two tenancies alleged to be responsible for the resurgence of drug dealing, burglaries and anti-social behaviour in Davis Park.

Actions:

- Membership fee to be removed from proposals for SWMPF stage 2. Steering committee to develop alternative for Leadership Group's consideration.
- Steering committee to review decision-making processes of the Leadership Group and present suggestions for improvement.
- Leadership Group members to assist Ernst and Young's feasibility study by providing the requested data. Karin will give notice to all members as to exactly what data is required as soon as this information is available.
- Leadership Group members to be invited to a special workshop to explore ways to further improve collaboration.

7. Proposed process for SWMPF endorsement when two or more members competing for the same tender

The proposed procedure was provided to members with the Leadership Group meeting papers. Following the steering committee meeting on 2 February, a further provision was suggested, as follows (relevant text in red below).

2. *Where the applicants do not agree to submit a joint application, the SWMPF will not be in a position to endorse any member's application. The only exception to this will be in cases where:*
 - *Only one applicant member's core business is more clearly and directly aligned to that of the tender. For example, if the tender relates to AOD prevention programs and a specialist AOD service and a young people's service are competing for the same tender, the SWMPF will endorse the AOD service.*
 - *The applicants are submitting an application for the same tender but for different project outcomes. For example, one applicant is seeking to provide parenting support for teenagers while the other is seeking to provide job training for young people.*

The meeting presented further additions, as follows:

In the preamble, SWMPF members should be encouraged to bring their proposed grant applications to the attention of the Leadership Group where they believe the SWMPF might add value to their application. This might involve other members partnering in their application, or the coordination of applications, or simply SWMPF endorsement of the application/s.

The preamble should also encourage members seeking SWMPF endorsement to provide sufficient notice.

Action:

- Karin to revise proposed process as suggested and to distribute to Leadership Group members for their consideration and endorsement.

8.Simultaneous workshops - Facilitators TBC

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.

Due to time constraints, this workshop, the last outstanding recommendation from the participants at the annual review, was deferred to a forthcoming meeting.

9.Any other business

- End of year function. Given the low turn out and the costs involved, it was proposed that in future the SWMPF organize less costly events, such as a sausage sizzle, and hold these in areas where the SWMPF is implementing projects, such as Davis Park or Willagee. It was suggested that local councillors also be invited to attend as well as local residents.
- A reminder that SWMPF Think Tank is open for business. For further information about the Think Tank please visit <http://www.swmpf.org.au/think-tank/>
- Many thanks to the Jill, Kathleen and the City of Cockburn for hosting our meeting and for the magnificent feast they provided.

10.Next meeting - 1 April, 2016

The venue for the next meeting, to be held in Fremantle, will be advised in due course.