

Front Line Service User and Community Experience Coordination Group - Waterloo

Terms of Reference

24 May 2021

Purpose

This Coordination Group has been established to coordinate key actions in the Action Plan on human services being developed by the Waterloo Human Services Collaborative Group.

The proposed outcomes of the Human Services Collaboration Group are:

- 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.

In addition to working collaboratively with members of the Coordination Group and partner agencies, this group will engage people with lived experience.

This Coordination Group has been directed to investigate strategies to achieve the following **outcomes** for Waterloo residents:

1. **[Tenants tell us things have changed] Tenants are able to tell us that things have changed**, they have a level of trust with the agency and their experience with the agency on a day-to-day level has improved (e.g. shifting that paternalistic relationship between agencies and clients). Report improved experience of accessing participating services, receive appropriate timely services, and receive well-coordinated care when multiple services are required to meet their needs
2. **[Perception of safety]** Increased overall and people's individual **perception of safety** in Waterloo.
3. **[Opportunities for residents to engage]** Having multiple functions and opportunities for **residents to engage and provide feedback**. The group suggested having a bigger cohort of residents involved in the actions of the group, so we can collect feedback using different mechanisms (e.g. having coffee with residents to hear from them about the issues and let them know what are the actions/projects we are developing to address those issues).
Tenants and community groups - Helped to inform the priority areas, Co-designed the plan and had input in implementation of actions, Received regular feedback on the progress of the plan through new or existing communication channels
4. **[Communications] Communication**
 - Feedback mechanisms – when people raise an issue, the loop is closed. We regularly check-in with residents to see how we are going with our goals.
 - Good communication with residents using language that they can understand.
 - Have conversations about issues in forums where community members already meet.
5. **[Responsive to community needs]** We are **responsive** to the needs of a diverse and dynamic community.

6. **[Peer navigation model]** Promote a “peer navigation” model based on service integration, so when people enter a service they can get allocated to different service domains according to their needs.
7. **[Defining success resident perspective]** Defining success from a resident perspective and ask them what the measurable of success would be. The group noted that indicators in this case are not just based on numbers. It is important to create indicators that are meaningful to people (e.g. as simple as a person walks into office and gets the information they need).
8. **[Greater trust in community]** Greater trust in the community, especially in the work of government agencies (e.g. in a client service visit, agency staff can be seen as a helping agent rather than an intrusive agent only.) Level of trust to be measured through surveys and forums consultations.
9. **[Holistic measure community engagement/ satisfaction]** Find a holistic measure for consumer engagement/satisfaction. There is need to be a baseline data and ways to measure improvement. It was noted that current data might only be available at a district level and it needs to be disaggregated down into localised issues in order to reflect the reality of Waterloo residents.

Governance

This group will report to 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.

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.

Duration

For as long as community engagement is required to address the current and future needs of the Waterloo community, specifically those living in public housing.

Membership / Chair

Chairs and Co-Chairs of the Coordination Group are appointed by the Collaborative Group.

In the event of a Chair or Co-Chair being vacated the Collaborative Group will undertake a process to appoint a new one.

The role of the Co-chairs is to facilitate discussion and group consensus and not drive their own agenda.

Membership of the Coordination Group should include:

- staff from organisations with sufficient authority to be able to make commitments on behalf of the organisation or the ability to facilitate a quick decision.
- a diverse range of members across sectors
- local residents
- people with operational knowledge of the issues being discussed.

Should the need arise, members from other government and community agencies may be invited to join the group as temporary or ongoing members.

Membership will be reviewed at milestone points.

It is expected that the Coordination Group would have approximately 15 members with no more than 20.

Role and Responsibilities of members

Members will:

- commit to regular and consistent attendance and actively participate in meetings
- provide feedback both to and from the group and feedback to their own agencies or representative groups
- raise issues and risks that the community or their agency faces that requires a collaborative approach to mitigation
- work in partnership to problem solve and implement agreed actions to mitigate risks within agreed timeframes
- provide advice on key risks and issues that need escalating for government decision making
- work together to agree on key messages to be disseminated to the broader community.

Members will work within the following principles:

- The Coordination Group will be action and solution focused.
- Members will operate with respect and trust, acknowledging the different challenges that each member faces within their own context.

- The Coordination Group will draw on all existing service sector resources including mainstream, community and specialist services.
- Members will work together to develop innovative solutions noting there is no new funding.
- Members will work together through collaborative, joint problem solving approaches to address issues identified.
- Members will maintain confidentiality as specified on issues raised in meetings.

Ways of working

As agreed by the Waterloo Human Services Collaborative Group in March 2021, the Coordination Groups commits to:

- Strength-based approach: Make sure we take time to acknowledge and celebrate small wins.
- Transparency about which person or group is bringing to the table (what is in scope and what is out of scope? What resources may or may not be able to be allocated to the task?).
- Identify focused outcomes (tangible, achievable, useful and helpful).
- Take a systemic approach focusing on outcomes
- Collaboration: Ensure we include residents, other individuals and organisations in all levels of discussions in order to guarantee collaboration
- Problem solving together – learn from problem solving and the way that we work together.
- Unpacking problems through different perspectives.
- Avoiding ‘red tape’ and unnecessary paperwork where possible
- Good chairing can help in several ways:
 - ensuring that some individuals or organisations do not dominate the conversation
 - making sure that everyone feels safe and comfortable in speaking (e.g. having the small breakout rooms in meetings).
 - Discussions are kept on track and succinct
- Make it enjoyable (e.g. coffee and snacks at meetings when possible).
- Being clear about group expectations and individuals roles and responsibilities
- Having clear and tangible goals that are measurable
- Clarity of purpose, expectation and timeline.
- Maintaining an open dialogue, ensuring that everyone is included.
- Agreed mode of communication that suits all participants, reflecting the group diversity.

Scope

This Co-ordination Group will focus on issues related to the experience of service users and the wider community including service accessibility, service delivery and customer service.

This group is to look at developing priority actions to meet the outcomes assigned by the Collaboration Group. Some outcomes will have both front line and service integration aspects and collaboration groups are encouraged to seek assistance from the other co-ordination group as required.

Coordination Group Chairs will make, in writing, any requests for the other Coordination Group to consider an outcome they are not currently working on. This written request will include details of any work already conducted and suggestions for future work. It may also be necessary for the Chairs from each group to meet to discuss this transition and/or for both Coordination Groups to meet together.

Meeting frequency and method

Meetings may take place by video-conference in the first instance but will phase into in-person meetings as COVID social distancing regulations are eased.

- Meetings will occur monthly but may be more frequent at the start.

- Meeting frequency and structure will be reviewed as required.

Secretariat

The Chairs will be responsible for scheduling meetings and preparing the agenda.

DCJ will provide secretariat support unless otherwise directed by the Chairs. Secretariat includes scheduling meetings, preparing agendas, and coordinating papers and action logs.

Reporting and decision making

This group will report to the Waterloo Human Services Collaborative Group meeting to:

- update on progress (including any consultation)
- share information
- seek endorsement of decisions and papers
- escalate issues unable to be addressed by the Coordination Group
- bring any issues or gaps to the Waterloo Human Services Collaborative Group's attention for resolution.
- Seek endorsement of the Coordination Group's proposed action plan.

If members need to refer matters within their own agencies for decisions, they will be asked to do so within specified timeframes, depending on the urgency of the matter.

For matters that cannot be resolved by individual agencies or collectively by the Coordination Group and require decision making within Government, the Coordination Group will refer these to the Waterloo Human Services Collaborative Group for referral to the relevant Departmental Secretaries for consideration.

Coordination Group Chairs will provide written report, including updates on community consultations and engagement, to each meeting of the Collaborative Group with support from DCJ Secretariat, as appropriate.

All chairs of both Coordination Groups are expected to meet regularly (more frequently in the beginning) to ensure effective communication and management of issues relevant to the development, implementation and review of the Human Services Action Plan.

Communication and consultation

The Coordination Group will also host wider conversations (in addition to regular meetings) to engage stakeholders (including the wider Waterloo community) in the development of the action plan and feedback on its implementation. Where possible this will begin with existing networks.

Other than communications related to the normal workings of the Co-ordination Group above, all communications to be released on behalf of the Coordination Group must be endorsed by the Waterloo Human Services Collaborative Group.

Review

Initial review

- 3 months after the Coordination Groups are set to ensure the TOR are fit for purpose.

Annual review.

Appendix – Outcomes in long form

These are the 16 outcomes being considered by the Waterloo Human Services Collaborative Group.

1. Increased overall and people's individual **perception of safety** in Waterloo.
2. **No wrong door** – people know where to go, and people are referred on.
3. **Tenants are able to tell us that things have changed**, they have a level of trust with the agency and their experience with the agency on a day-to-day level has improved (e.g. shifting that paternalistic relationship between agencies and clients). Report improved experience of accessing participating services, receive appropriate timely services, and receive well-coordinated care when multiple services are required to meet their needs
4. Having multiple functions and opportunities for **residents to engage and provide feedback**. The group suggested having a bigger cohort of residents involved in the actions of the group, so we can collect feedback using different mechanisms (e.g. having coffee with residents to hear from them about the issues and let them know what are the actions/projects we are developing to address those issues). Tenants and community groups - Helped to inform the priority areas, Co-designed the plan and had input in implementation of actions, Received regular feedback on the progress of the plan through new or existing communication channels
5. **Embedding collaboration in service delivery** – for staff, in all organisations, at all levels (e.g. collaboration could be a KPI for organisations).
6. **Relationships and trust** are maintained when staff change roles or when we have short term staff. Have someone who is the “relationship broker”.
7. **Communication**
 - a. Feedback mechanisms – when people raise an issue, the loop is closed. We regularly check-in with residents to see how we are going with our goals.
 - b. Good communication with residents using language that they can understand.
 - c. Have conversations about issues in forums where community members already meet.
8. We are **responsive** to the needs of a diverse and dynamic community.
9. **Escalation pathways**: knowing who has responsibility for following up issues that are raised.
10. Establish a **communication channel** to share strengths between costumer services in each agency to be adopted and adapted in other services.
11. Promote a **“peer navigation” model** based on service integration, so when people enter a service they can get allocated to different service domains according to their needs.
12. Find a **holistic measure for consumer engagement/satisfaction**. There is need to be a baseline data and ways to measure improvement. It was noted that current data might only be available at a district level and it needs to be disaggregated down into localised issues in order to reflect the reality of Waterloo residents.
13. **Defining success from a resident perspective** and ask them what the measurable of success would be. The group noted that indicators in this case are not just based on numbers. It is important to create indicators that are meaningful to people (e.g. as simple as a person walks into office and gets the information they need).
14. **Greater trust in the community**, especially in the work of government agencies (e.g. in a client service visit, agency staff can be seen as a helping agent rather than an intrusive agent only.) Level of trust to be measured through surveys and forums consultations.
15. Having **mechanisms of measurement** including using surveys and direct connection with community (e.g. key informants).
16. The development of **an Action Plan co-designed** with the community. An agreed whole of community plan with 3-5 priority areas and up to 10 key actions over a 24-month period with designated areas of responsibility, shared measures and agreed reporting framework.