

Waterloo Human Services Collaborative Group

Terms of Reference

Endorsed 18 December 2020

Purpose

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.

The proposed outcomes of the Human Services Collaboration 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.

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

Co-Chair: Executive District Director, SSESNS District, Department of Communities and Justice (DCJ); Executive Director, Clinical Services Integration and Population Health, Sydney Local Health District (LHD); and Executive Officer, Counterpoint.

Participation by invitation and will include delegated staff of the following organisations:

- Department of Communities and Justice
- Sydney Local Health District
- Department of Planning, Infrastructure and Environment – NSW Land and Housing Corporation
- NSW Police
- City of Sydney Council
- Department of Education
- Department of Customer Service
- NDIA
- Redfern Waterloo Affordable Housing Aboriginal Community Controlled Organisations and Allies
- Aboriginal Affairs
- Central and Eastern Sydney Primary Health Network
- Community:
 - REDWatch
 - Waterloo Neighbourhood Advisory Board (NAB) – Waterloo Redevelopment Subgroup
- Non-government organisations:
 - Counterpoint
 - Inner Sydney Voice
 - Mission Australia
 - Aboriginal agency (TBC)
- Metropolitan Aboriginal Land Council
- Peak bodies:
 - Tenants Union
 - LCSA
 - NCOSS

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.

Coordination groups

Coordination groups will be established to coordinate key actions in the plan. Coordination Groups will invite members as required to ensure adequate representation and expertise is available.

These groups will meet as required and will report to each Waterloo Human Services Collaborative Group meeting to:

- update on progress
- 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.

The Waterloo Human Services Collaborative Group may establish new Coordination Groups, co-opt existing groups to work on actions or dissolve existing Coordination Groups at any time in accordance with changing need.

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 Waterloo Human Services Collaborative 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 Waterloo Human Services Collaborative Group will draw on all existing service sector resources including mainstream, community and specialist services.
- Members will work together through working groups 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.

Meeting frequency

Meetings will take place by video-conference utilising the technology of WebEx in the first instance.

- Meetings will occur monthly.
- Meeting frequency and structure will be reviewed as required.

Secretariat

The Co-Chairs will be responsible for scheduling meetings and preparing the agenda. DCJ will provide secretariat support to schedule meetings, prepare agenda, and coordinate papers and action log.

Reporting and decision making

The Waterloo Human Services Collaborative Group will report to the Deputy Secretary of DCJ and the Chief Executive of Sydney LHD via the Chairs.

Members are expected to have decision making delegation within their agencies so that they can make commitments to actions for their own agencies. 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 Waterloo Human Services Collaborative Group and require decision making within Government, the Waterloo Human Services Collaborative Group will refer these to the relevant Departmental Secretaries for consideration.

Communication

All communications to be released on behalf of the Waterloo Human Services Collaborative Group will be agreed by the members. In the absence of agreement by members, the Co-Chairs will make the final decision on communications.