

Community Innovation and Investment

TASCOSS BUDGET
PRIORITIES STATEMENT

2017/2018



TasCOSS

INTEGRITY
COMPASSION
INFLUENCE



INTRODUCTION

The Tasmanian Council of Social Service is pleased to submit this Budget Priorities Statement (BPS) to the 2017-18 Budget process. This submission proposes a different way of working between TasCOSS, Tasmanian communities and the Tasmanian Government – as partners in enabling community voice and community change.

This submission is based on what we heard from people living in communities across Tasmania who we have consulted within the last three months. It combines their voices with contemporary and emerging public policy research and evidence. It acknowledges that to achieve real change in outcomes for disadvantaged Tasmanians we must look to different ways of working. Importantly, it acknowledges that local people know their communities best, know what will make a difference, but do not always have the necessary resources to effect the change people want and need. This BPS proposes a framework, actions and investment that provides people in Tasmanian communities with the capacity to take action, initiate and achieve the change they want to see.

Tasmania has not escaped the global experience of growing social inequality. Even as many parts of the State flourish, many Tasmanians are struggling to find a job or enough hours in casual work, many employed Tasmanians are only just making ends meet on the wages they earn and many are effectively locked out of the State's growth. These are global issues, not just impacting Tasmania but across Australia and internationally and we don't expect Government to have all the answers. But Government is best positioned to provide the leadership and social vision that will guide action to ensure that all Tasmanians thrive. By bringing people together and facilitating the conversations and sharing the decision making on innovative solutions, we can be sure that our state is united and working together to reduce inequality and disadvantage.

“Talk to our baby boomers who are the new ageing population, look for innovative inclusive opportunities and deliver them.”

Overall, based on our consultations Tasmanians know that meaningful employment, good health and education outcomes will be the key drivers for change at an individual and community level. This BPS therefore has an initial focus on employment opportunities and outcomes as the focus for trialling new ways of working with communities to facilitate social change. In phase two, it introduces health and education as key focus areas.

Overall TasCOSS is proposing:

- > The co-design of a *Community Innovation and Investment Framework*
- > Foundational work with communities to build their capacity to have a voice
- > The trialling of community-driven solutions, initially focussing on employment
- > A regional trial to understand how local action can address transport disadvantage for unemployed Tasmanians
- > The allocation of a *Community Innovation and Investment resource* to enable action.

TasCOSS looks forward to the opportunity to work with the Tasmanian Government to ensure a strong social vision and positive outcomes are achieved for Tasmania. Together we can achieve a Tasmania free of poverty and inequality, where everyone has the same opportunity.

Where we went and what we did

Throughout September and October 2016, TasCOSS visited 9 communities around Tasmania, having conversations with approximately 75 people doing it tough. We also spoke to Grade 9 and 10 students from the Rosebery High School. Additionally, we conducted an online survey, which received 109 responses.



Why we went there

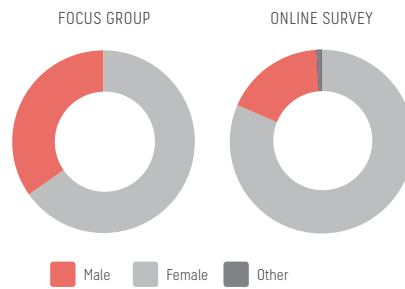
Communities were chosen based on a range of criteria including population size, catchment size, Aboriginal population, geographical isolation, unemployment rates, presence of community health centres, population health indicators, transport options, school attendance rates, median weekly household income, Heart Foundation heart map rating, electorate, LGA.

What we asked

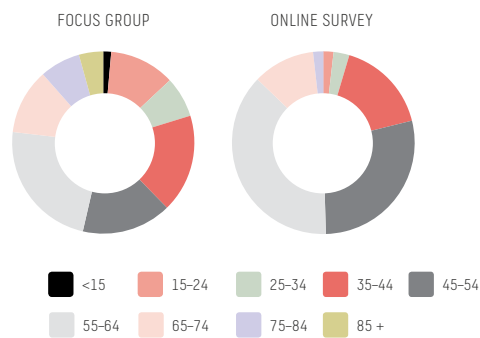
- > What do you value most about your community?
- > What are the biggest challenges in your community in the next two years?
- > Do you have solutions to these challenges?
- > What is working well for you and your family?
- > What worries you and your family?
- > What would make the biggest difference to you and your family?
- > If you had 10 minutes with the Premier what three things would you want to tell him to improve the lives of Tasmania's children?

Who we spoke to

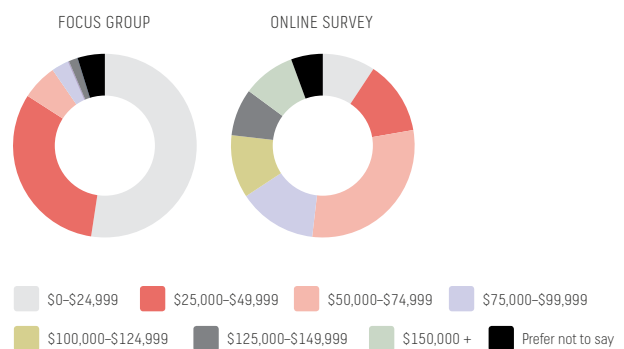
Gender



Age

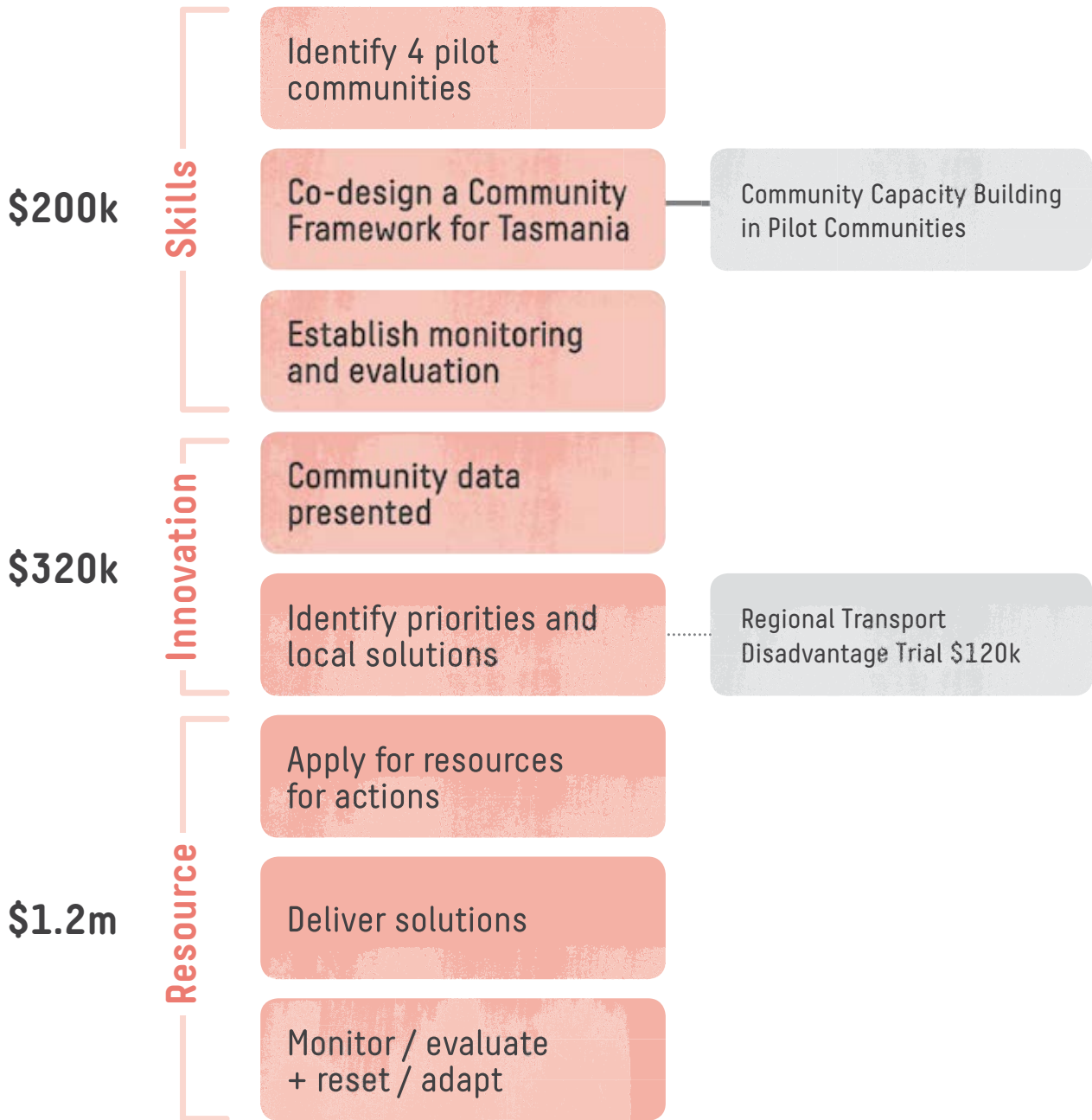


Approximate average household income



"Talk to our young people, ask them for solutions and work toward implementing them."

COMMUNITY INNOVATION AND INVESTMENT FRAMEWORK



Total = \$1.72m

COMMUNITY INNOVATION AND INVESTMENT

The model proposed provides the basis for the trial of community led initiatives.

TasCOSS asks the Tasmanian Government to work with local stakeholders to establish trials in four Tasmanian communities to develop a *Community Innovation and Investment Framework*. This would:

- > Bring people in a community together to share their priorities, define the challenges and find creative solutions
- > Build the capacity of people in communities to influence change and take action
- > Leverage resources from all levels of government, business and philanthropic sources to facilitate these solutions

“Stable, ongoing meaningful work for parents is critical to enhance their self esteem and provide the resources to care for their children.”

“We need to work towards genuine assistance to help the unemployed to find appropriate employment, not one hour per week.”

How would it work?

Using the *Community Innovation and Investment Framework* the following steps would be delivered:

- 1) Undertake a data mapping of the current information, strengths and challenges relevant to the issue (i.e. relevant to employment and public transport) and to each community
- 2) Hold a number of community forums to share the data mapping outcomes and identify further strengths, challenges and ideas
- 3) Undertake capacity building to empower people in each community to take innovative action
- 4) Develop a shared understanding and identify shared priorities to be tackled
- 5) Develop innovative strategies and solutions (including a prototype model that outlines resource needs, roles of community, community sector and government)
- 6) Incubate – trial, monitor and refine solutions.

“Stable employment, if we can create well paying jobs the entire State benefits.”



COMMUNITY INNOVATION AND INVESTMENT

Co-design a *Community Innovation and Investment Framework*

Globally, the value of tapping into the power of communities—whether geographic or demographic—is gaining traction. Citizens are increasingly recognised as the “protagonists in a new innovation age ... people who cooperatively invent, enhance and manage innovative solutions for new ways of living.”¹

In the TasCOSS community consultations, we heard that Tasmanians felt they had little or no input into the decision-making approaches that were attempting to address local community issues. There are currently limited opportunities for co-design of state or local government programs. The notion of distributive leadership to co-produce different approaches with government was at the heart of the ideas and the creative solutions people proposed. For example, there were many ideas from participants about how existing funding could be used in more targeted ways and redirected to address priority areas for change.

TasCOSS recommends that a *Community Innovation and Investment Framework* comprises the following key elements:

> A process for communities to identify their needs and priorities and to propose solutions to local problems

By providing people within our communities with the opportunity to be active in the local decision-making we believe that targeted, locally driven options and solutions can be developed.

This needs to be underpinned by robust local data that can guide and inform a community’s understanding and ensure evidence-based decision-making.

¹ https://www.researchgate.net/publication/263844836_From_engaging_to_empowering_people_a_set_of_co-design_experiments_with_a_service_design_perspective

“... we have the skills and opportunities to build communities and to connect with thousands of others with the same values to embrace change and explore possibilities for the future.”

> Programs for empowering participation by all members of a community

Many local people are strong advocates for their communities. Training can give people the skills to be part of a decision-making process they might otherwise be absent from. The *Emerging Voices* model² developed by TasCOSS is just one example of a local community empowerment tool. It focuses on giving people the confidence, skills and knowledge to make a difference for their community. When people are empowered to change things in their communities, then whole systems can change.

> A model for building local cooperation and collaboration

Local solutions require cooperation and partnerships across the three tiers of government, the community sector, local businesses, new entrepreneurs and investors and local action groups. While there are examples of these local solutions across Tasmania, there is currently not a common framework or authorising environment for them to operate in terms of informing government decision-making.

> Governance and Evaluation

This Framework proposes a move from central “bureaucratic” decision-making to a more participatory and shared responsibility model. This will require co-design of an appropriate governance model to ensure that those who should have a voice are at the table.

Strong monitoring and evaluation processes will also be necessary to ensure that all components adhere to the highest standards of good governance and that the approach is delivering tangible benefits to communities in an effective way. Developmental evaluation approaches will be necessary to permit flexibility and to avoid stifling innovation by limiting assumptions of “success.”

² *Emerging Voices* was funded by Primary Health Tasmania and has been tested in a number of grassroots organisations and communities in the last 6 months. The Tasmanian Community Fund has just approved grant funds for it to be delivered to Neighbourhood Houses in the next 12 months.

TRIALLING THE *COMMUNITY INNOVATION AND INVESTMENT FRAMEWORK*

TasCOSS recommends that the *Community Innovation and Investment Framework* be piloted using two approaches:



- 1** Four pilot projects in individual communities. The focus of the first phase of each trial will be the creation of employment opportunities.



- 2** One pilot project across the south-eastern region with a focus on transport.

COMMUNITY INNOVATION AND INVESTMENT RESOURCE

The proposed model is underpinned by local groups co-designing innovative options to tackle local issues. TasCOSS proposes the establishment of resources that provide the stimulus to innovation and the enabler for taking local solutions from idea to reality.

TasCOSS proposes a minimum initial allocation of \$1.2 million across the four trial communities to enable prototyping of new, locally driven responses. Communities may propose one or multiple initiatives to address local needs. These approaches would be scalable and therefore able to be rolled out across other parts of Tasmania if successful and appropriate.

Examples of innovative initiatives:

- > **INITIATIVE 1** – Identifies many local young people who want to stay at school but face multiple barriers to participation. Scholarships of \$1000 p.a. to support disadvantaged Year 11 & 12 students to stay in school and complete qualifications in key skill/employment identified areas are funded through the *Community Innovation and Investment resource*.
- > **INITIATIVE 2** – Recognises the employment growth opportunities of existing and emerging small and medium enterprises (SME) to local job seekers. Applies to the *Community Investment and Innovation resource* to support disadvantaged job seekers and local SMEs to work together to develop training and employment pathways and local support models that lead to longer term employment outcomes and more sustainable SMEs.

- > **INITIATIVE 3** – Identifies that older people who lose their jobs are more vulnerable to long-term unemployment and have limited options for re-employment. The community also identifies that these people have much to offer the local economy. The community applies to the *Community Innovation and Investment resource* to invest in targeted mentoring and re-skilling programs that ensure older Tasmanians are able to transition into new skill areas based on emerging SME employment opportunities.
- > **INITIATIVE 4** – Identifies that a dominant local employment/industry area will experience major decline in the next five years due to changes in market demand, automation, or climate change. The community applies to the *Community Innovation and Investment resource* to undertake research to identify their local advantage and scope the transition needs in preparation for moving from an existing industry to an emerging industry. Local employees are supported to re-skill and up-skill to enable minimal disruption to their income and security of employment.

“Support innovative economic development leading to traineeships for the 21st century.”

COMMUNITY INNOVATION AND INVESTMENT RESOURCE

Tasmanian Transport Trial

Some challenges across the State cannot be addressed without bringing together multiple communities. Transport is a case in point. Participants in TasCOSS consultations identified transport as a significant barrier to accessing employment, training and services—but while some people needed to be able to get around their own communities, many others needed to get from their community to another area.

TasCOSS asks the Tasmanian Government to implement a pilot project designed to explore innovative solutions to three systemic issues underlying transport disadvantage in Tasmania:

- > Employment hubs located outside urban areas
- > The 'last mile' problem (getting from a destination to a transport pickup point)
- > Lack of intra-regional networks

Project	Budget	Timeframe
Tasmanian Transport Trial	\$120,000	June 2017 to July 2018

We propose to address these issues through three project components based in three interconnected geographic areas:

- > The Cambridge/Airport/Richmond triangle
- > Sorell/Lewisham/Dodges Ferry
- > The lower South East Regional Development Association region, spanning a rough triangle between Sorell, Triabunna/Orford and Port Arthur.

This region has been selected for its low levels of public transport services, its high levels of transport disadvantage, its areas of higher-than-average unemployment and proximity to areas of high unemployment, and its burgeoning employment opportunities outside urban areas.

In each component, the project will:

- > Map existing transport options, routes and schedules and review existing domestic and international approaches to the systemic problem at hand
- > Bring together people from target communities and key stakeholders to share information and to identify strengths and challenges
- > Provide capacity building to empower people to take innovative action
- > With community members and key stakeholders, co-design a local Transport Action Plan
- > Where possible, trial strategies contained within the Action Plan
- > Help devise community engagement projects and public information/relations campaigns to increase communities' knowledge of available transport options.
- > Evaluate the process model.

A fully scoped and costed proposal has been provided to the Tasmanian Government through the Minister for Transport, Minister Hidding.

"Invest in facilities and allow locally based people and services to have more say in government services and structures."

"More creative thinking and opportunity for community members to contribute."

COMMUNITY INNOVATION AND INVESTMENT RESOURCE

Summary of trials in four Tasmanian Communities

TasCOSS proposes that the Tasmanian Government pilot the *Community Innovation and Investment Framework* in four Tasmanian Communities.

In each of these communities we propose a trial over three phases, each with a key outcome focus:

“We should be looking to the arts as an area of potential employment – and offering opportunities to young entrepreneurs working in this area.”



Phase	Budget	Timeframe
PHASE 1: EMPLOYMENT	\$1,600,000	July 2017–June 2019
PHASE 1: REGIONAL TRANSPORT SOLUTIONS	\$120,000	July 2017–June 2019
PHASE 2: HEALTH AND EDUCATION, AND CONTINUING WITH EMPLOYMENT	\$ to be determined through future budget submissions based on the 1st twelve months trial findings	July 2018–June 2020
PHASE 3: COMMUNITY PRIORITIES	\$ to be determined through future budget submissions	July 2019–June 2021



What is the role of the community?

Communities can:

- > Identify their own boundaries. It is important that the people who will be participating identify themselves as a community; for some issues, this may mean a neighbourhood, or people who use a particular service site.
- > Identify the foundations for a strengths-based approach. Community members know better than anyone else what people's abilities, passions, and goals are. They can help projects move beyond a focus on dysfunction to a focus on opportunity and aspiration.
- > Identify effective mechanisms for engagement, including the best ways to involve people whose voices may not be easily heard.
- > Identify the community's biggest challenges, as well as existing service gaps and overlaps. People in communities often have a good idea of who is missing out on services in their area, or how services may be duplicating efforts.
- > Bring ideas to the table. Once engagement mechanisms have been established and the capacity to participate of people whose voices may have been overlooked in the past has been lifted, it will be up to communities to propose solutions.

What is the role of the community sector?

The community sector can:

- > Use its expertise and networks to facilitate and inform projects. Community sector organisations have strong local knowledge and close links with the communities that they serve, and can help link up community members, as well as add missing information.
- > Build and facilitate relationships. Community sector organisations can identify potential allies and bring together members of the community from different backgrounds.
- > Build and empower community engagement. Community sector organisations can help community members get involved, including through empowerment training for people whose voices may not easily be heard.
- > Strengthen the long-term view. Community organisations often have longevity and history in communities, and can help both community members and government keep their eye both on the historical and structural roots of problems and on desired outcomes that fall outside funding or political cycles.

What is the role of government?

Government agencies can:

- > Fund the consultation processes for trials, including capacity-building for marginalised community members; redirect existing funding as well as allocate new funds to enable new initiatives within existing program areas; and establish a community investment funding pool for innovative new initiatives.
- > Establish a governance framework and monitoring and evaluation process.
- > Ensure that employees are able to work across departments and policy silos and that departmental policies and procedures don't hinder place-based initiatives.
- > Spearhead a drive for the collection and analysis of local data; share data, including that regularly provided to government by community sector organisations, and fund local social research.
- > Leverage outcomes by, for example, adopting a local procurement policy, buying goods and services from local businesses or social enterprises, and setting local targets for government employment of people who are struggling to find jobs.

■ "Encourage local enterprises."

CONCLUSION

This Budget Priority Statement proposes a new approach to tackling long term, entrenched issues in Tasmanian communities. There is a strong case for change, and while this document does not outline the full economic and social indicators for Tasmania as evidence, there is no doubt we are at a critical point in ensuring we acknowledge the need to look to new ways of working. Without appropriate policy responses, change will not happen. This proposal represents a move away from single-issue responses to look at whole of community, whole of government action. Unless we are prepared to explore these new ways of working together and take some risks, it is unlikely we will see a reduction in the growing inequality experienced by Tasmanians.

In providing this budget priority opportunity to government, TasCOSS has intentionally kept the information broad and conceptual and the content concise and targeted, and we acknowledge that it will raise a range of questions. This is to ensure there is a genuine approach to co-design and collaboration in any further development of the proposed model, and we are happy to provide supporting information as required. We recognise that this is a different way of working for the State Government, communities and the community sector. This is because we believe that TasCOSS, the state government and other stakeholders do not individually have all the answers—but we also believe that with the sum of all our knowledge, we have the greatest opportunity to achieve real and positive change for all Tasmanians.

“Business and community leaders with a foot in the 21st Century need to mentor schools and students ... Create optimism rather than pessimism at every opportunity.”

“Better strategic planning for long term solutions, not band aid solutions with agencies only receiving short term funding commitments.”

“Easy accessible ways for all sectors of the community to have their input into government policies and services. Much wider consultation with community groups.”



OUR VISION: One Tasmania,
free of poverty and
inequality where everyone
has the same opportunity.



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COMPASSION
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