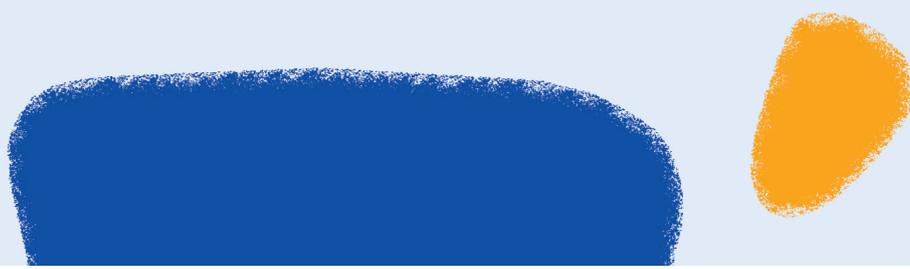


# Community Services Industry Plan Discussion Paper

October 2017

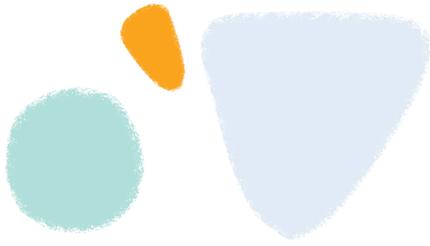


## About HSHPIC

The Human Services and Health Partnership Implementation Committee (HSHPIC) is a joint committee of sector and peak body leadership representatives and representatives from the Department of Health and Human Services (DHHS). It was established in 2004 as a result of the partnership agreement between the then Department of Human Services and the health, housing and community services sector. It is co-chaired by the Victorian Council of Social Service (VCOSS) and the DHHS. HSHPIC's role is to promote and facilitate collaboration on policy priorities between the department and the community sector. It also promotes consultation and engagement between the department and the funded community services sector.

HSHPIC Members include representatives from the Department of Health and Human Services, Berry Street, Carers Victoria, Centre for Excellence in Child & Family Welfare, Community Housing Federation of Victoria, Council to Homeless Persons, Domestic Violence Victoria, National Disability Services (NDS) Victoria, Psychiatric Disability Services of Victoria (VICSERV), Vicsport, Victorian Aboriginal Controlled Community Health Organisation (VACCHO), Victorian Alcohol & Drug Association (VAADA), Victorian Council of Social Service (VCOSS), Victorian Healthcare Association (VHA), and the Youth Affairs Council of Victoria (YACVic).

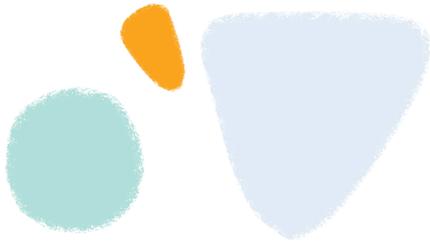
We acknowledge the traditional owners of country and pays our respects to Elders past and present.



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## Foreword

**Our community services industry is vibrant and mature with a proud history of supporting people facing poverty and disadvantage. It is also a major contributor to the Victorian economy, projected to be one of the fastest growing industries in Victoria.**

Right now we are in the middle of one of the busiest periods of reform we have ever seen. Commonwealth and State reforms, including the Royal Commission into Family Violence, National Disability Insurance Scheme and *Roadmap for Reform: strong families, safe children*, as well as rapidly developing social, economic and technological trends are changing the industry's landscape.

These factors all have the potential to put the community services industry's capacity and capability at risk. We need to ensure that the industry and government are ready to maximise the opportunity of these reforms, while at the same time, meet increasing demand for services and respond to a changing Victorian economy.

That is why the Human Services and Health Partnership Implementation Committee, co- chaired by the Victorian Council of Social Service and the Department of Health and Human Services, is supporting the industry to prepare for changes brought about by the reforms and evolving social, economic and technological trends.

Every industry needs to adapt and respond to new challenges and opportunities and, like others, the community services industry faces opportunities and challenges for transformation. In order to meet the challenges ahead, we will need to work together, as an industry and plan for our future.

The final Community Services Industry Plan will be an industry owned and led plan in partnership with government. It is a plan for the whole industry. While it will have different implications for different organisations and parts of the industry, it will be a shared platform to ensure the industry can maximise the opportunity of existing reforms, and prepare and plan for changes in the future.

This discussion paper is one of the first steps in creating an overarching vision for the future of the industry, as well as identifying ways we can address the challenges and opportunities now and into the future.

We encourage you to participate in this opportunity to help shape the community services industry over the next ten years. Whether you work in the industry, are someone who uses its services or are just interested in its future, we want to hear from you.

Together, we can ensure all Victorians can access the resources and opportunities to lead a good life.

**Amity Durham**  
Deputy Secretary  
Strategy and Planning Division  
Department of Health  
and Human Services

**Emma King**  
Chief Executive Officer  
Victorian Council of Social Service

# Introduction

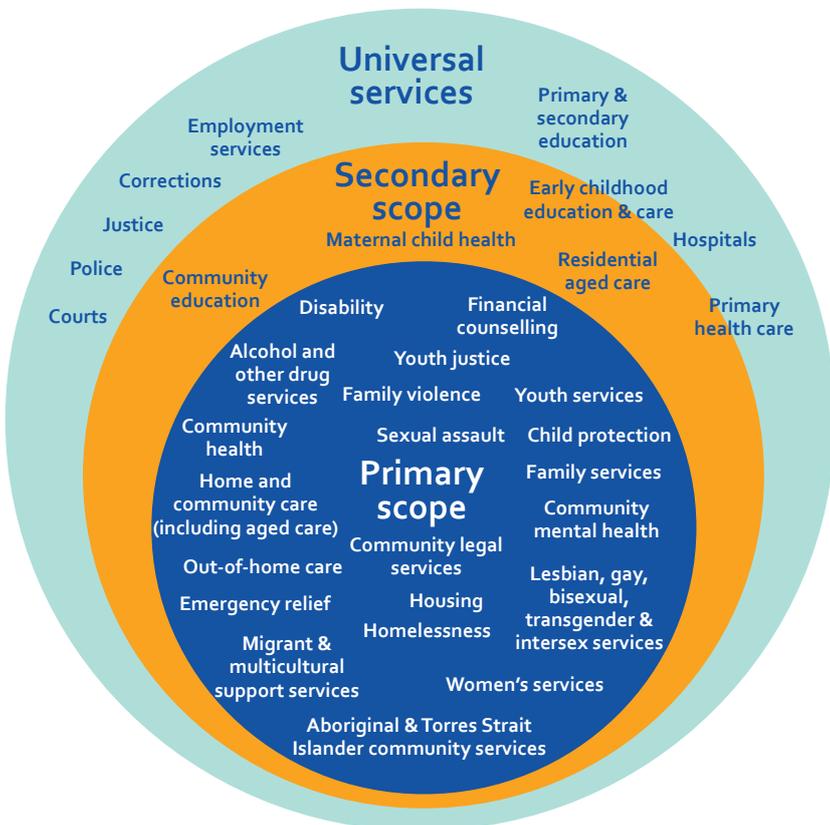
The environment in which community service organisations operate has been in a constant state of change for many years. This has been driven by changes in government policy, economic conditions and social factors. Community service organisations need to adapt in response to these changing circumstances whilst keeping their focus on producing better results for the people who use their services and their communities.

The purpose of this discussion paper is to inform the consultations that will be held across the Victorian community services industry to assist in the development of the 10-year Community Services Industry Plan.

The discussion paper provides an overview of key social, economic and policy trends affecting community services. A key element of the paper is to define the vision of Victorian community services for the next 10 years. It then has several sections that have been identified as key priorities for inclusion in the Plan following initial consultation with the Human Services and Health Partnership Implementation Committee (HSHPIC), and through the HSHPIC Industry Planning Symposium held in March 2017. Throughout consultations with the industry, other priorities may emerge.

## Working scope for the Community Services Industry Plan

For the purpose of community services industry planning, and following consideration and consultation, the services shown below have been identified as within 'primary scope', 'secondary scope' or 'universal services'. One consideration was the level of influence with which the industry and the department can support industry planning for each service. This categorisation may change through further consultation and engagement. It has been designed with the flexibility to incorporate universal services where appropriate, particularly in cases where interdependencies with in-scope services exist.



## Question

- What other services would you add to the scope of service types for the Community Services Industry Plan?



## Background

### Overview of the Victorian community services industry

The Victorian community services industry is comprised of about 4,500 organisations of varying size and scope.<sup>1</sup>

It is a multi-billion-dollar industry. The revenue of all community service organisations was about \$11.5 billion in 2015, which is roughly the equivalent of 3 per cent of the Victorian economy.<sup>2</sup> About half of this revenue (48 per cent) was derived from government funding, although only 44 per cent of organisations received government funding.<sup>3</sup> Donations and bequests raised \$1.2 billion (11 per cent) for community service organisations in 2014-15, while other income (such as fees and service charges) raised almost \$4.3 billion (37 per cent).<sup>4</sup>

The industry is extremely diverse. About 2,500 Victorian community services organisations are 'small'<sup>5</sup>, with revenue of less than \$250,000 per year, usually operating from one location and with few – if any – paid staff.<sup>6</sup> About 840 are 'medium-sized' organisations with annual revenue of \$250,000 to \$1 million, and 1,081 are 'large', with revenue greater than \$1 million.<sup>7</sup> Within the 'large' group, there are some very large organisations with revenue of more than \$100 million per year and thousands of community services employees.<sup>8</sup> These organisations operate in many locations throughout Victoria and across many service types.

The Victorian community services industry is comprised of about 4,500 organisations of varying size and scope.<sup>1</sup>

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<sup>1</sup> VCOSS, *A growing industry: a snapshot of Victoria's community sector charities*, 2017, based on the 2015 Annual Information Statement data from the Australian Charities and Not-for-profits Commission. Note that this figure would include all non-government not-for-profit organisations in the primary scope, some in the secondary scope and some in universal services.

<sup>2</sup> Ibid.

<sup>3</sup> Ibid.

<sup>4</sup> Ibid.

<sup>5</sup> Definitions of small, medium and large are those used by the Australian Charities and Not-for-profits Commission.

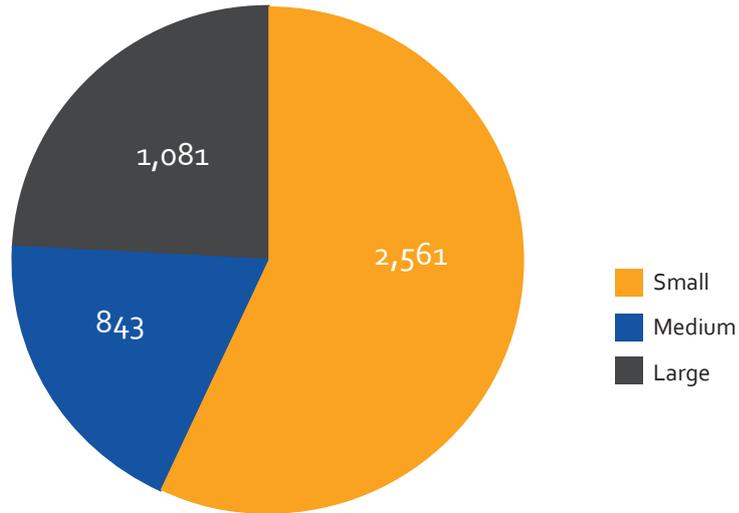
<sup>6</sup> VCOSS, *op cit*, 2017.

<sup>7</sup> Ibid.

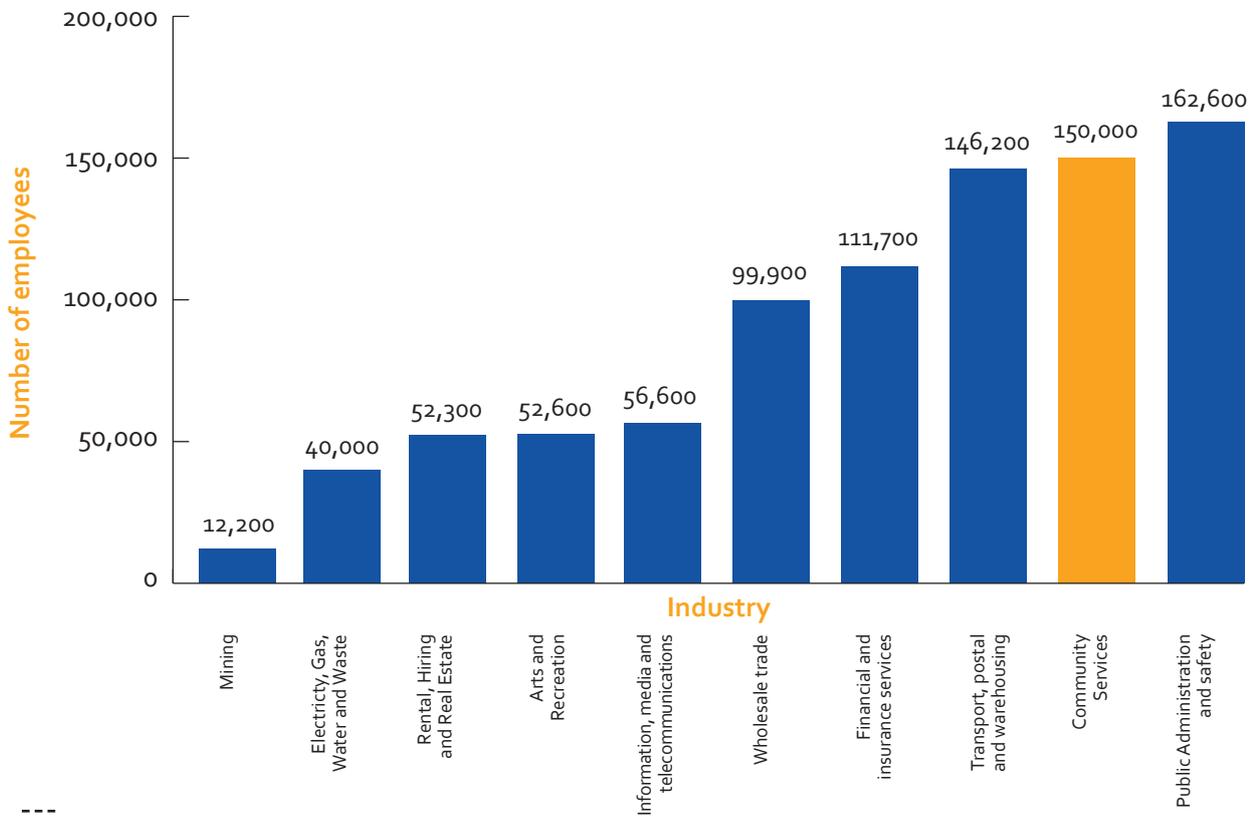
<sup>8</sup> Unpublished data from the 2015 Annual Information Statement.

The Victorian community services industry workforce is comprised of about 150,000 people.<sup>9</sup> It is a larger employer than other key industries such as mining (12,200 employees), electricity, gas, water and waste services (40,000), wholesale trade (99,900), information, media and telecommunications (56,600), financial and insurance services (111,700), rental, hiring and real estate services (52,300), and arts and recreation (52,600).<sup>10</sup> It is similar in size to the transport, postal and warehousing (146,200 employees) and public administration and safety industries (162,600).<sup>11</sup>

### Community sector charities by size: 2015



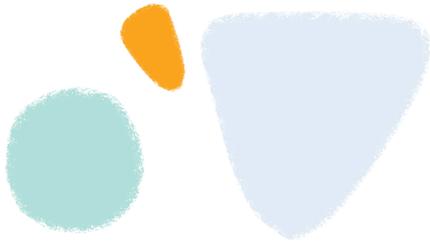
### Workforce size by industry



<sup>9</sup>Ibid.

<sup>10</sup>November 2015 figures, Australian Bureau of Statistics, *Labour Force*, Australia. Detailed, Quarterly Cat. No. 6921.0.55.003, May 2017.

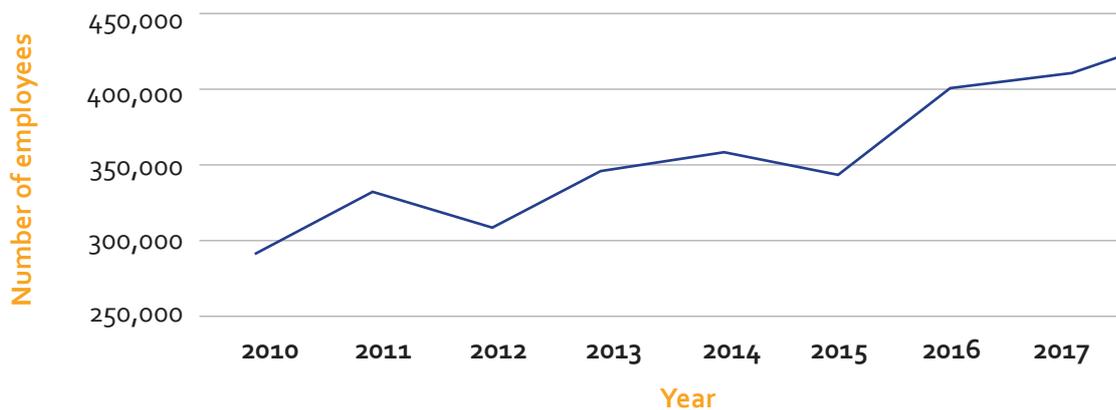
<sup>11</sup>Ibid.



The Victorian health care and social assistance industry (which includes most community services) employs about 412,000 people and is the state's largest industry by employment.<sup>12</sup> It has also experienced the fastest employment growth of any industry in Victoria; in the five years to 2015 jobs in this industry have

increased by 56,200.<sup>13</sup> This growth will continue, with an additional 64,000 health care and social assistance jobs projected by 2020, an almost 16 per cent increase.<sup>14</sup> The community services workforce is expected to grow at similar, if not greater, rates.

### Number of employees in health care and social assistance: Victoria



Only about one-third of the community services workforce is employed full-time, while 45 per cent is employed part-time. The remainder (about 22 per cent) is employed on a casual basis.<sup>15</sup> The proportion of the community services workforce employed casually is roughly the same as casual employment in all industries in Australia (24 per cent).<sup>16</sup>

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<sup>12</sup> Australian Bureau of Statistics, *Labour Force*, Australia. Detailed, Quarterly Cat. No. 6921.0.55.003, May 2017.

<sup>13</sup> Ibid.

<sup>14</sup> Australian Government Department of Employment, Labour Market Information Portal, <http://lmp.gov.au/>

<sup>15</sup> VCOSS, *op cit*, 2017.

<sup>16</sup> ABS, *op cit*, May 2017.

The community services workforce is predominantly comprised of female employees. A survey of organisations funded by the then Department of Human Services in 2012 found that 75 per cent of the workforce was women.<sup>17</sup>

The same survey found the average full-time equivalent base remuneration was about 75 per cent of the average wage.<sup>18</sup> Following this survey, the Equal Remuneration Order of 2012 identified that the work of the industry was under-valued and increased wages for those Victorian community services industry employees on the Social, Community, Home Care and Disability Services Industry Award. However, community services employees are still relatively low paid.

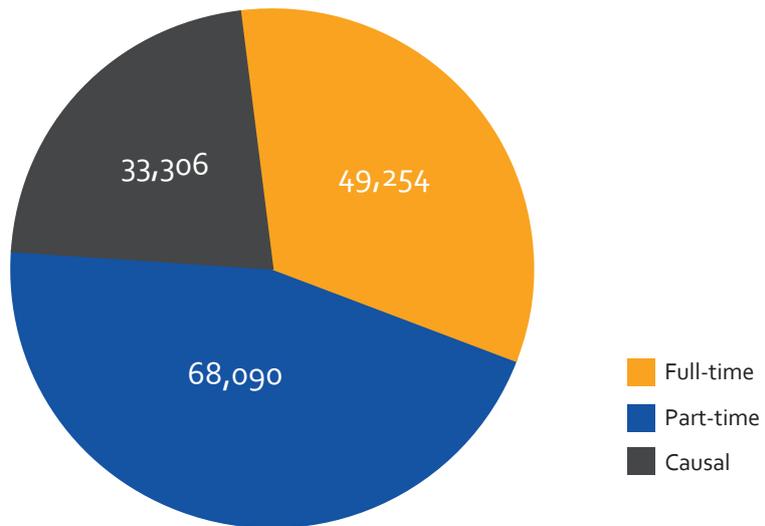
There is little information available on the education levels or qualifications of Victorian community services workers.

### Overview of economic trends impacting on the community services industry

#### Key messages:

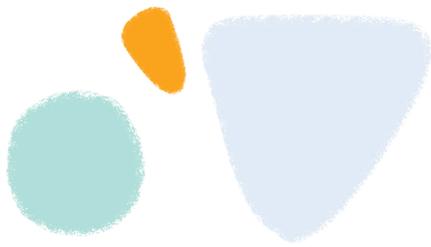
- **Victoria's population is growing rapidly but population growth is uneven across the state.**
- **Victoria's economy is growing, but the benefits of this growth are uneven.**
- **Employment growth is strong but there is a proliferation of insecure work that places people at risk.**
- **Incomes are rising but inequality is increasing.**
- **The social economy is a small but growing part of Victoria's economy.**

### Paid workers in community services by employment status: 2015



Victoria has experienced relatively fast population growth recently, with annual growth of 2.4 per cent in 2016.<sup>19</sup> This equates to an additional 146,600 people living in the state. However, this growth has not been evenly distributed across Victoria. While the north-west Melbourne region grew by 3.1 per cent in 2015-16,<sup>20</sup> some parts of regional Victoria recorded barely any population growth. For example, the Shepparton region experienced low to minimal growth, and in other areas, such as the Glenelg-Southern Grampians region, the population declined.

Victoria has had positive economic growth for the past 25 years, with average annual growth of about 2.2 per cent over the past decade.<sup>21</sup> In the 2015-16 financial year, Victoria's economy grew by 3.3 per cent.<sup>23</sup> However, population growth means that economic growth per capita was less than 1.5 per cent.<sup>22</sup> Further, once inflation is taken into account, the growth per capita was only 0.1 per cent in 2015-16.<sup>24</sup>



Employment in Victoria has been growing strongly. Total employment grew by about 90,000 jobs in the year to May 2017.<sup>25</sup> About 40,000 of these jobs were full-time and the remaining 50,000 were part-time.<sup>26</sup> The growth in part-time work has been a long-term trend throughout Australia. Despite the substantial increase in employment, there are about 200,000 unemployed people and a further 287,000 people working part-time who want more hours in Victoria.<sup>27</sup>

Many Victorians are employed in insecure work.<sup>28</sup> People in insecure employment, such as casual work, have less protection from termination, less access to benefits and entitlements, and receive lower pay. As a result, insecure work can create vulnerability and increase inequality by contributing to financial stress, housing instability, poor health and wellbeing, reduced chances of career progression and professional development, and greater risk of unemployment. The level of casual employment in Australia has been relatively steady for the past couple of

decades at about 20 per cent of the workforce.<sup>29</sup> Insecure work may be on the rise as companies like Uber and Airtasker expand.

Although Australian incomes have generally risen as the economy has grown, this growth has not been evenly spread. Between 1995 and 2012, the incomes of the top five per cent of Australians rose by more than 78 per cent, while the incomes of the bottom 20 per cent grew by only 44 per cent.<sup>30</sup> Despite rising incomes, the proportion of Victorians living in poverty remains high at 12.8 per cent of the population.<sup>31</sup> Outside of Melbourne, the proportion of Victorians living in poverty is even higher at 15.3 per cent.<sup>32</sup>

A small but growing proportion of Victoria's economy is not intended to make profits for investors or owners. This is often referred to as the 'social economy' and it includes not-for-profit corporations, incorporated associations, cooperatives, mutual societies, foundations and social enterprises.

## Question

- What other economic trends are impacting/likely to impact on community services organisations now and in the future?

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<sup>17</sup> Department of Human Services and VCOSS, *Community Sector Workforce Knowledgebase Project 2012: Report to the Human Services Implementation Partnership Committee (HSPIC)*, DHS, 2012.

<sup>18</sup> Ibid.

<sup>19</sup> ABS, *Australian Demographic Statistics*, Cat No. 3101.0, 2017. See Table 4. Estimated Resident Population, States and Territories.

<sup>20</sup> ABS, *Regional Population Growth Australia*, Cat No. 3218.0, 2017. See Table 2. Estimated Resident Population, Statistical Areas Level 2, Victoria.

<sup>21</sup> ABS, *Australian National Accounts: State Accounts*, 2015-16, 2016

<sup>22</sup> Ibid.

<sup>23</sup> Ibid.

<sup>24</sup> Ibid.

<sup>25</sup> ABS, *Labour Force Australia, Detailed Quarterly*, Cat No. 6291.0.55.003, May 2017.

<sup>26</sup> Ibid.

<sup>27</sup> Ibid.

<sup>28</sup> M Wooden, 'FactCheck: has the level of casual employment in Australia stayed steady for the past 18 years?', *The Conversation*, March 2016, <https://theconversation.com/factcheck-has-the-level-of-casual-employment-in-australia-stayed-steady-for-the-past-18-years-56212>

<sup>30</sup> ACOSS, *Inequality in Australia: a nation divided*, 2015.

<sup>31</sup> SPRC, *Poverty in Australia*, ACOSS, 2016.

<sup>32</sup> Ibid.

## Overview of social trends impacting on community services

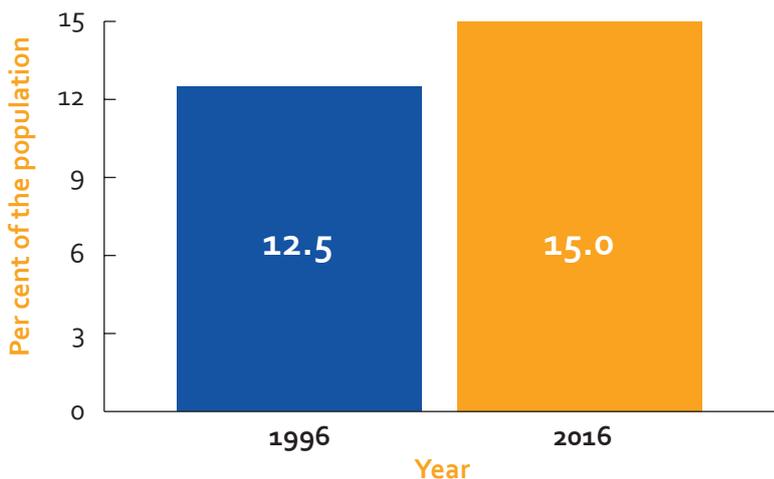
### Key messages:

- The population is ageing.
- The number of Aboriginal Victorians is increasing.
- Family violence continues to be a scourge in Victoria.
- The number of children in child protection services in Victoria is increasing.
- National trends show modest declines in alcohol consumption at risky levels and the use of illegal drugs.
- Homelessness and public housing challenges continue.
- Housing stress continues to be high in Victoria, with growth corridors particularly impacted.
- Incarceration rates for adults are increasing but youth justice rates are decreasing.
- Almost one in five Victorians has a disability.
- Mental illnesses are the third leading cause of disability burden in Australia.
- The digital divide means those facing digital exclusion experience significant barriers to service delivery and community and employment participation.

At the same time as the population is growing, it is also ageing. The median age in Victoria increased slightly to 36.9 years in 2016 from 34.3 years in 1996.<sup>33</sup> The proportion of the population aged 65 years and over has grown from 12.5 per cent in 1996 to 15 per cent in 2016.<sup>34</sup> While Australian superannuation savings total over \$2,300 billion (as at June 2017)<sup>35</sup>, there will be a rising number of Australians who will be able to pay for aged care services from their own resources; however, a large proportion will depend heavily on subsidised support from Government.

The number of Aboriginal and Torres Strait Islander Victorians has increased from 37,990 in 2011 to 47,778 in 2016.<sup>36</sup> The median age of the Aboriginal and Torres Strait Islander Victorian is now 23 years.<sup>37</sup>

## Proportion of the population aged 65 years and over



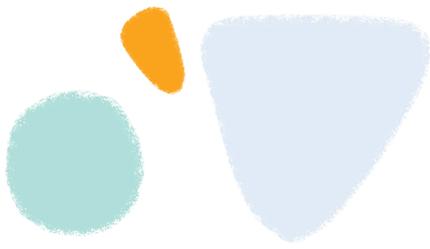
<sup>33</sup> ABS, *Australian Demographic Statistics*, Cat No. 3101.0, 2017.

<sup>34</sup>Ibid.

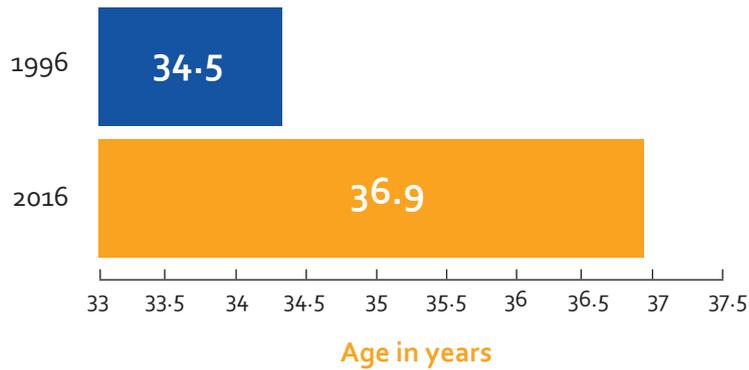
<sup>35</sup>The Association of Superannuation Funds of Australia, *Superannuation Statistics*, 2017,

<sup>36</sup>ABS, *Census of Population and Housing - Counts of Aboriginal and Torres Strait Islander Australians*, 2016 Cat No, 2075.0, 2017.

<sup>37</sup>Ibid.

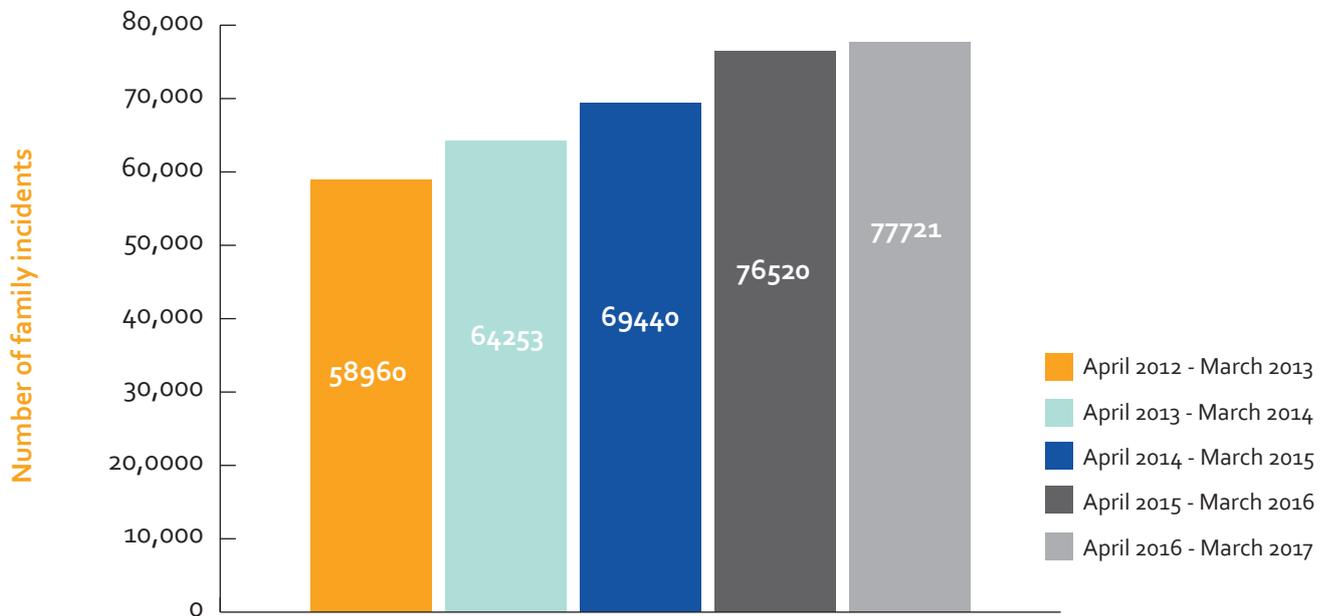


### Median age



In the year to March 2017, there were 77,721 family incidents recorded by Victoria Police, an increase of 1.6 per cent from the previous year and an increase of 22.7 per cent from March 2013.<sup>38</sup> The number of family violence cases opened by women and children's family violence services was 6,132 in 2015-16, up from 5,023 in 2011-12.<sup>39</sup>

### Family incidents attended by police



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<sup>38</sup> Crime Statistics Agency, *Family Incidents*, 2017 <https://www.crimestatistics.vic.gov.au/crime-statistics/latest-crime-data/family-incidents-3>

<sup>39</sup> *Ibid.*

In Victoria, 37,357 children received some sort of child protection service in 2015-16, up from 27,272 in 2012-13.<sup>40</sup> This included 25,812 children subject to an investigation of a notification, 15,319 children subject to a child protection order and 12,473 in out-of-home care.<sup>41</sup>

The 2016 National Drug Strategy Household Survey reported that the proportion of Australians who drank alcohol at risky levels was 17.1 per cent, down from 18.2 per cent in 2013.<sup>42</sup> The use of some illegal drugs declined between 2013 and 2016, including meth/amphetamines (from 2.1 per cent to 1.4 per cent), hallucinogens (1.3 per cent to 1.0 per cent) and synthetic cannabinoids (1.2 per cent to 0.3 per cent).<sup>43</sup>

More than 22,000 Victorians face homelessness every night.<sup>44</sup> There are more than 32,000 people on the public housing waiting list.<sup>45</sup> Low-income households spend on average about 34 per cent of their incomes on housing. About 115,000 Victorian renters face housing stress.<sup>46</sup> Mortgage stress is acute on the fringes of Melbourne, in suburbs such

as Wollert, Roxburgh Park, Cranbourne West, Craigieburn and Burnside Heights.<sup>47</sup>

In 2016, the number of adult prisoners in Victorian prisons was 6,522, an increase of five per cent from 2015.<sup>48</sup> The adult imprisonment rate was 138 prisoners per 100,000 Victorian adults, an increase from 134 in 2015.<sup>49</sup> Unsensenced adult prisoners comprised 29 per cent of the adult prisoner population, an increase of 19 per cent over the past decade.<sup>50</sup> A 2015 Victorian Ombudsman investigation found that half of Victoria's prisoners came from just six per cent of its postcodes.<sup>51</sup>

On an average day in 2015-16, there were 1,084 young people in Victoria who were under youth justice supervision.<sup>52</sup> In the three months to June 2016, there were 177 young people in detention on an average night.<sup>53</sup> This is an increase from 141 in the three months to June 2015.<sup>54</sup> Between 2006 and 2015, the number of Victorian offenders aged 10-14 years declined and the number of Victorian offenders aged 15-19 remained stable.<sup>55</sup>

Almost 1.1 million Victorians have some form of disability, representing about 18.5 per cent of the population.<sup>56</sup> About 377,000 of these people have a profound or severe core activity limitation and about 500,000 have a mild or moderate core activity limitation.<sup>57</sup>

Each year, approximately one in five Australians will experience a mental illness.<sup>58</sup> Mental illnesses are the third leading cause of disability burden in Australia.<sup>59</sup>

Being able to use digital technologies is becoming increasingly important, enabling everything from convenient online banking to accessing vital services. There is, however, a significant digital divide, with some groups and individuals facing barriers to technology such as access, affordability and ability.<sup>60</sup> Digital inclusion in Victoria tends to increase as income rises and is linked with employment, education and age.<sup>61</sup>

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<sup>40</sup>Australian Institute of Health and Welfare, *Child Protection Data 2015-16*, Child Welfare series no. 66.

<sup>41</sup>Ibid.

<sup>42</sup>Australian Institute of Health and Welfare, *National Drug Strategy Household Survey 2016 key findings*, <http://www.aihw.gov.au/alcohol-and-other-drugs/data-sources/ndshs-2016/key-findings/>

<sup>43</sup>Ibid.

<sup>44</sup>Australian Bureau of Statistics, *Census of Population and Housing: Estimating homelessness*, 2011.

<sup>45</sup>Department of Health and Human Services, *Public housing waiting and transfer list*, June 2016.

<sup>46</sup>Australian Bureau of Statistics, *Housing Occupancy and Costs 2013-14*, Data Cube: Additional Tables – low income rental households, Cat No. 4130, 2015.

<sup>47</sup>Grattan Institute 2017, reported at <http://www.abc.net.au/news/2017-07-10/mortgage-stress-suburbs-in-melbourne/8693160>

<sup>48</sup>Australian Bureau of Statistics, *Prisoners in Australia*, Cat No. 4517, 2016.

<sup>49</sup>Ibid.

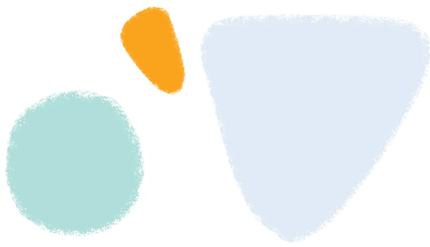
<sup>50</sup>Ibid.

<sup>51</sup>Victorian Ombudsman, *Investigation into the rehabilitation and reintegration of prisoners in Victoria*, 2015.

<sup>52</sup>Australian Institute of Health and Welfare, *Victoria: Youth supervision in 2015-16*, Youth Justice fact sheet no. 81.

<sup>53</sup>Australian Institute of Health and Welfare, *Youth detention population in Australia 2016*, *Bulletin 138*, December 2016.

<sup>54</sup>Ibid.



## Questions

- The needs of people accessing the community services industry are increasingly complex. What does this mean for the way the industry is organised and how services are accessed and delivered?
- What other social trends are impacting/likely to impact on community services organisations now and in the future?

### Overview of key social policy trends

#### Key messages

- An insurance model of support has been adopted for people with disability.
- Across family violence, children and family services, mental health and housing and homelessness there have been major Victorian policy initiatives.
- There is a trend of giving greater control to people through consumer-directed care.
- It is recognised that co-design of services, working with people who experience vulnerabilities or disadvantage, is needed.
- National trends are for more competitive market models.
- There is a move to more flexible, individualised funding.
- Both community services and governments are interested in measuring outcomes.

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<sup>55</sup>P Sutherland & M Millsted, 'Downward trend in the number of young offenders, 2006 to 2015', *In fact No. 1*, Victorian Crime Statistics Agency, 2016.

<sup>56</sup>Australian Bureau of Statistics, *Disability, Ageing and Carers, Australia 2015*, cat No.4430, 2016.

<sup>57</sup>Ibid.

<sup>58</sup><http://www.mindframe-media.info/for-mental-health-and-suicide-prevention/talking-to-media-about-mental-illness/facts-and-stats>.

<sup>59</sup>Ibid.

<sup>60</sup>J Thomas, J Barraket, S Ewing, T MacDonald, M Mundell, M & J Tucker, *Measuring Australia's Digital Divide: The Australian Digital Inclusion Index 2016*, Swinburne University of Technology, 2016

<sup>61</sup>Ibid.

Government policy changes, at the state and federal level, are reforming how services are delivered and affecting how community services organisations operate. Significant changes include the phased introduction of the National Disability Insurance Scheme (NDIS), reforms to aged care services, *Health 2040*, the *Ending Family Violence* plan, the *Roadmap for Reform: strong families, safe children*, and *Victoria's 10-year Mental Health Plan*. These reforms will impact the industry by focusing on person-centred services and care, local solutions, earlier and more connected support, advancing quality, safety and innovation, flexible funding, outcomes measurement and accountability.

When fully implemented, the NDIS will provide support for Australians with disability, their families and carers. Participants choose their provider under the scheme. This is expected to create different levers and pressures in the community services industry. For example:

- Greater competition is expected between organisations
- Marketing, sales and financial forecasting may require a different staff mix
- Increased uncertainty around revenue may lead to changes in human resource management with greater casualisation of the workforce.

Similar to the NDIS, the aged care system, now funded and regulated by the Australian Government is changing to give people more choice, more control and easier access to a full range of aged care services. The changes aim to provide opportunities for people to stay in their homes longer and reduce their need for residential care.

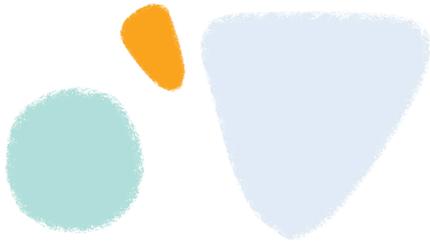
*Health 2040: advancing health, access and care* presents a vision for the health and wellbeing of Victorians and for the Victorian health care system. It is built on three pillars:

- Better health: Focusing on prevention, early intervention, community engagement and self-management to maximise the health and wellbeing of all Victorians.
- Better access: Focusing on reducing waiting times and delivering equal access to care via state-wide service planning, targeted investment and unlocking innovation.
- Better care: Focusing on people's experience of care, improving quality and safety, ensuring accountability for achieving the best health outcomes, and supporting the workforce to deliver the best care.

*Ending Family Violence* is the Victorian Government's comprehensive plan to implement the 227 recommendations of the Royal Commission into Family Violence. Implementing the recommendations will have a substantial impact on community services organisations. This will include the requirement for a minimum qualification for specialist family violence staff, which comes at the same time as the workforce needs to grow as funding increases to meet demand.

*The Roadmap for Reform: strong families, safe children* aims to improve the lives of Victorian children, young people and families facing vulnerability by:

- Building supportive and culturally-strong communities and an enhanced role for universal services
- Delivering integrated wrap-around supports and targeted early interventions
- Strengthening home-based care and improving outcomes for children and young people in out-of-home care.



*Victoria's 10-year Mental Health Plan* sets the goal for all Victorians to experience the best possible mental health and places a strong emphasis on prevention and early intervention.

*Homes for Victorians* is a substantial investment by the Victorian Government in social and affordable housing, changing taxes and concessions, and improving planning and housing supply to ensure the best housing outcomes for people across the state.

## Question

- **What other social policy trends are impacting/likely to impact on community services organisations now and in the future?**

Similar to the NDIS, the aged care system, now funded and regulated by the Australian Government is changing to give people more choice, more control and easier access to a full range of aged care services.

## Enablers for the future

There are a number of enablers that will support Victorians to thrive and access essential services and support when and where they need it. These are preconditions to a well functioning community services industry that meets the needs of all Victorians.

### Self-determination for Victorian Aboriginal communities

Self-determination is vital for improving Aboriginal people's health and wellbeing. Aboriginal self-determination needs to be at the centre of all actions concerning Aboriginal people. Aboriginal people and communities making decisions about their own futures and controlling programs and service delivery will strengthen communities and improve outcomes. Committing to cultural safety within non-Aboriginal organisations ensures that services are welcoming for Aboriginal employees and Aboriginal service users.

### Embrace cultural and linguistic diversity

Victoria is a state with people with roots from all over the world. Many community service organisations have developed over time to meet the needs of specific groups of migrants. These organisations have developed long-term trusted relationships and networks with people and communities, enabling them to reach and work with isolated and often marginalised people.

### Include Victorians with a disability

People with disability need to be able to participate in all parts of their community. Too often physical, attitudinal and economic barriers inhibit participation. Many buildings and transport have limited accessibility for people with mobility disabilities. Some people do not treat people with disability with dignity and respect they deserve. For example, a doctor may talk to the carer rather than the person with disability. Employers too often consider the disability a barrier to employment.

People can face multiple barriers preventing them from leading the life they wish. The concept of intersectionality shows how different forms of disadvantage are interconnected and compounding. Systems seeking to overcome disadvantage need to consider intersectionality.

### Co-design and engagement

Co-design is working with people who experience vulnerabilities or disadvantage to create interventions, services and programs that work in the context of their lives and reflect their values and goals.<sup>62</sup>

Co-design of interventions, services and programs improves the likelihood of developing effective supports for people facing disadvantage. The perspectives and realities of people's lives will ensure interventions, services and programs are developed in context and people will be more engaged in the initiatives that they have helped to establish for themselves.

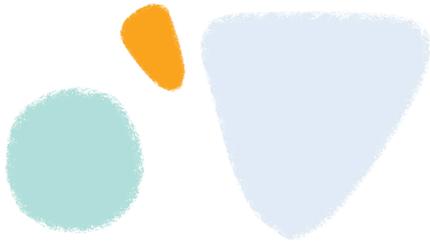
### Service integration, collaboration and partnerships

Both the Victorian Government and the community services industry recognise the value and efficiency that can be added when working collaboratively. Through strong partnerships we can improve service integration and deliver shared outcomes.

Uncoordinated policy settings have led to a fragmented and poorly coordinated service system, with services that do not 'join up' cohesively. This presents barriers for people seeking assistance with multiple needs. People face a complex web of service pathways, referral and intake processes. There can also be duplication or gaps in service delivery.

Community service organisations need to work together to better meet the needs of people using their services. For example, to sustain a tenancy with a community housing organisation, a person may need assistance from health, disability, family violence or other services. Good working relationships are required between the community housing provider and the support services.

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<sup>62</sup>VCOSS, *Walk Alongside: Co-designing, social initiatives with people experiencing vulnerabilities*, VCOSS, 2015.



## Fostering innovative approaches to community issues

Community service organisations are a key driver of social innovation, using their experience and independence to respond to changing community needs through new and different approaches to often complex, multiple and interlinked forms of disadvantage.

The community services industry is a key driver of social innovation, using its on-the-ground experience to identify emerging issues and trends, and developing new and improved ways of tackling complex disadvantage. The independent, diverse and collaborative nature of the industry provides the perfect incubator for social innovation.

Using their depth of experience and operational independence, community service organisations are able to develop new programs, services or processes, targeting different service user groups. Community service organisations provide a space for people to join together whether it is through accessing services, volunteering or social inclusion activities. They are the 'social glue' that brings people together from different backgrounds and walks of life.

## Whole of government approach

A policy initiative in one area can have profound effects in other areas of policy. For example, the *Ending Family Violence* plan is having effects in housing services, financial counselling services and in the regulation of household electricity provision by the Essential Services Provision. In considering substantial social policy change, the government needs to consider how the policy changes other, seemingly unrelated, policy areas. A whole-of-government approach can be used in these circumstances.

## Developing a 10-year vision

The Community Services Industry Plan will articulate a vision for the Victorian community services industry over the next 10 years and the required steps and preconditions to achieving this vision. Industry planning is part of an industry's natural evolution and life cycle. Every industry needs to adapt and respond to new challenges and opportunities.

Like other industries, the community services industry is faced with challenges and opportunities for transformation. At a time of such significant change and opportunity, it is vital that community service organisations and government have a shared vision of the future of our community and the role of the community services industry.

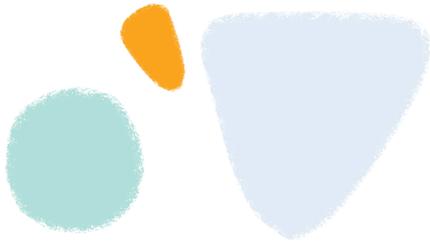
### Why do we need a 10-year vision for community services?

The community services industry is already a major driver of social innovation and uses its 'on-the-ground' experience to identify emerging trends and devise fresh ways of tackling complex disadvantage. However, it is not well-known outside and sometimes within the industry that the diverse ranges of community services form an industry delivering important social and economic benefits. Welfare or community services are often perceived as a cost to society, rather than a major and growing employer that has diversified revenue contributing billions to the Victorian and Australian economies. A vision for community services can help reshape the narrative about what the industry provides to society.

Because people facing vulnerability and disadvantage generally experience a range of interconnected problems that one service type alone cannot solve, it is important that the industry, a key strength of which is its diversity, also has some unifying values, goals and aspirations.

There is an opportunity for the industry to articulate its common values and shared purpose that can assist in promoting it as an important and vibrant industry.

The community services industry is already a major driver of social innovation and uses its 'on-the-ground' experience to identify emerging trends and devise fresh ways of tackling complex disadvantage.



## What might the vision include?

The vision can encompass the role of the industry within the community, for example:

- As a builder of social capital and community resilience.
- As a trusted voice for communities and people facing disadvantage.
- As a valued contributor to the economy and public policy development.

It can consider how the industry will work with people, for example:

- Supporting people to live good lives within the community.
- Providing people with genuine and meaningful choice about their lives and the kinds of support they want.
- Breaking the cycle of disadvantage by identifying emerging issues and intervening early to tackle its causes.
- Collecting evidence, backed by data and research, that the outcomes delivered create real and lasting change in people's lives.
- Without silos, collaborating to provide integrated supports to people when they need them.

The vision could also identify the enablers that will need to be in place, for example:

- Sustainability, with stable funding sources and new philanthropic or social investment partners identified, to not only help the people receiving services, but also build the Victorian and Australian economy through job creation, skills development and social innovation.
- The attraction and retention of a high quality workforce, with employees of diverse backgrounds and experiences bringing new ideas and skills, including in digital technology.

## Questions

- **Are these the main areas a 10-year vision for the community services industry should include? What is missing?**
- **What are the good things about the community services industry now?**
- **In ten years' time, what words would you like to be using to describe the community services industry?**



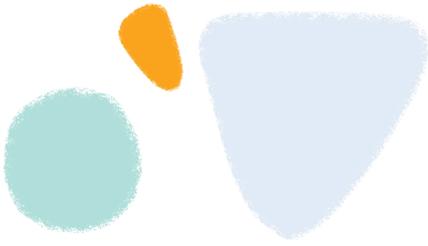
## Priorities for change

Given Victoria's social and economic trends and the policies and strategies shaping the environment and the industry, it is proposed to develop a future-focused plan for the community services industry. This discussion paper seeks to explore the opportunities for change through a number of priorities.

These priorities have been further refined through consultation with the industry. They are as follows:

- **Emphasising person-centred services**
- **Emphasising place-based systems and services**
- **A focus on strengthening outcomes**
- **A focus on embedding evidence-based approaches**
- **Funding to support flexible, person-centred service delivery**
- **Ensuring we have the workforce of the future**
- **New information-sharing provisions and digital technologies**
- **A focus on best practice regulatory frameworks**
- **Good governance and leadership**
- **Supporting organisational and industry readiness**

We invite you to consider the following discussion on priorities and help us to understand more about how they can individually and collectively shape the future of the community services industry.



Emphasising  
person-centred  
services

Emphasising  
place-based  
systems and  
services

A focus on  
strengthening  
outcomes

A focus on  
embedding  
evidence-based  
approaches

Funding  
to support  
flexible,  
person-centred  
service delivery

Ensuring we  
have the  
workforce  
of the future

New  
information-  
sharing provisions  
and digital  
technologies

A focus on  
best practice  
regulatory  
frameworks

Good  
governance  
and  
leadership

Supporting  
organisational  
and industry  
readiness



# Emphasising person-centred services

Currently, people facing vulnerability find the current community services system difficult to navigate.

Services can become more person-centred by developing and refining service models focussed on the needs of individuals. This will provide services that are easier to navigate and provide the best outcomes for people.

Personalisation of support can include service models that put the person at the centre of the decision-making process. Flexible funding arrangements are an essential underpinning of person-centred support. Individualised packages of support are but one example of flexible funding arrangements that promote person-centred support.

## Why is person-centred support a priority?

People's needs are increasingly complex. They are often multi-faceted and require support from a variety of traditional program areas.

The design of the current system reinforces a 'one-size-fits-all' response. It is also confusing and difficult for people to make sense of the system and find out what supports may be available. There is often no opportunity for them to exercise choice or control.

Person-centred support is a way of considering all of the influences on a person's health and wellbeing. Starting in childhood and continuing through the different stages of life, it is a way of designing services and supports in the wider context of people's lives to achieve long-term outcomes.

Person-centred support provides accessible, responsive and flexible services that meet the needs and preferences of people and their carers in a holistic manner. The person is at the centre of the decision-making process and the person and their family members are considered partners in decision-making. Person-centred support can mean people are assisted to navigate the system with one worker who focuses holistically on all their needs.

Research has found that person-centred support can have a big impact on the quality and efficiency of care. It helps people to learn more about their health conditions, and prompts them to be more engaged in their own care and motivated and empowered to make changes in their own lives.

## What could the future system look like?

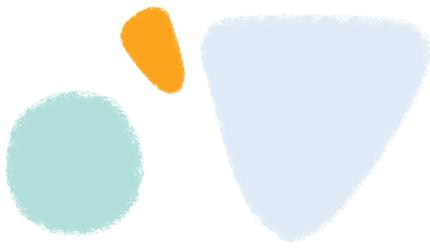
In the future, people will be equal partners in their own care, and will be involved in the decisions that affect them. Those who need it will be able to access a wide range of coordinated services based on their needs. As their circumstances change they will still be able to receive the help they need to improve their outcomes. They will no longer be required to go from program to program, jumping through different hoops of eligibility criteria to receive fragmented support for multi-faceted needs.

Organisations will forge new partnerships and collaborate to provide more holistic support for people. Funding models, service models and practice changes (including information technology and information sharing) will enable services to provide person-centred support.

## Considerations for introducing person-centred approaches

To provide person-centred support, many organisations will have to adapt to new ways of working. Some organisations will provide a broader range of services to meet the varied needs of people, while others will specialise in a particular field and forge partnerships with other organisations to provide person-centred care.

Rigid boundaries around programs can inhibit person-centred approaches. Funding and service models will need to reorient from input and output approaches to services that place people at the centre to achieve good outcomes.



## Questions

- How does your organisation or sector already provide person-centred support?
- What changes does your organisation need to make to move toward a person-centred model of support, rather than a focus on programs?
- What kind of support would help your organisation move toward providing person-centred care?
- How can your organisation forge partnerships with others to provide person-centred care? What would help you to do this?
- What workforce skills are needed to support person-centred care?

Person-centred support is a way of considering all of the influences on a person's health and wellbeing. Starting in childhood and continuing through the different stages of life, it is a way of designing services and supports in the wider context of people's lives to achieve long-term outcomes.

# Emphasising place-based systems and services

Place-based approaches develop and implement community-driven local solutions to achieve health and wellbeing outcomes. Place-based approaches respond to complex issues in a way that suits local needs and conditions.

Place-based approaches facilitate collaboration among community members, government agencies, community services, businesses and those with lived experience of the problems we are trying to solve in the design and delivery of services and systems. They build shared ownership and accountability for resolving complex problems within geographic communities and take a systems approach to develop and implement solutions that address the causes of disadvantage, not just respond to presenting needs.

Place-based approaches build on local community strengths and draw on the knowledge and experience of local residents, services and businesses. They recognise that Victoria is too diverse for a 'one-size-fits-all' model to apply everywhere and for everyone when tackling complex issues of disadvantage. Not all local solutions are place-based approaches.

## Why are place-based services and systems a priority?

Where people live and spend their time affects their health and wellbeing. The conditions in which people are born, grow, live, work and age are intimately linked to place and recognised by the World Health Organization as the major cause of avoidable and inequitable health conditions.

Victoria is a tapestry of different communities. Colourful and diverse, it is made up of hundreds of places, each with their own unique character, strengths and challenges. Some communities thrive while others have experienced deep and entrenched intergenerational disadvantage.

People living in more disadvantaged communities have poorer outcomes across almost every social indicator. Children living in the most socioeconomically disadvantaged communities are more likely to be developmentally vulnerable than their more advantaged counterparts. They have lower rates of school completion, lower participation in post-school education, and higher unemployment. People living in low socioeconomic areas overall experience poorer health, including higher rates of chronic illness, cancer and mental illness.

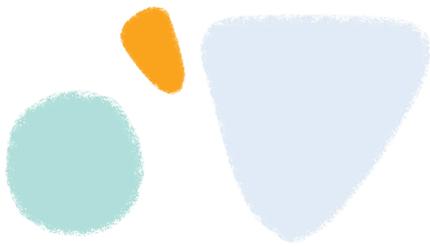
Complex problems, such as poverty and entrenched disadvantage, cannot be solved by government or a single actor alone and need community engagement, innovation and new solutions to deliver better health and wellbeing outcomes.

## What could the future system look like?

The future will see collaborative, community-focussed partnerships among government agencies, community services, businesses and community develop place-based services and systems to seemingly intractable problems. Together we will have built a strong evidence-base for why, when and how to design and implement place-based approaches in Victoria through strategic and measured adoption and evaluation of such approaches.

Shared objectives, flexibility and a focus on outcomes will underpin place-based approaches, where responsibility and accountability for achieving better health and wellbeing outcomes will be shared. To deliver effective place-based solutions:

- Local knowledge and networks will be used to identify opportunities, barriers and linkages.
- Local co-design will produce tailored, local responses to local needs and conditions.
- Collaborative problem-solving will drive system change to deliver better outcomes.
- Local leaders will marshal, shift and align existing local resources across community, government, business, philanthropic and non-government sectors.
- Outcomes will be agreed and mechanisms will be established to measure and report them.
- Greater flexibility in service design specific to place will be encouraged through flexible funding arrangements.



## Case study

### Go Goldfields

This is an alliance of organisations in the Goldfields Shire created to deliver local responses to complex and long-term social issues. Go Goldfields has developed a series of shire-wide, community-driven actions to help deliver a set of shared social, education and health outcomes for children,

young people and families. Go Goldfields involves families to help improve children's literacy, speech and language skills, and provide a better start to learning, as well as developing supportive learning environments for young people, to extend their career options.

[www.centralgoldfields.com.au](http://www.centralgoldfields.com.au)

### Considerations for introducing place-based services and systems

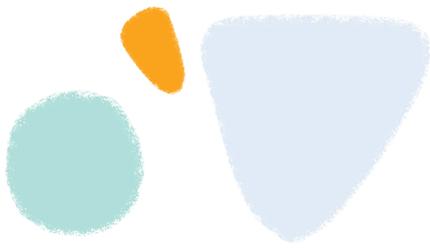
- 'Place-based' approaches focus on particular geographic locations that are identifiable as a community by members of that community. Multiple plans in a single place may not be connected or coordinated. To bring the community together and join up responses, opportunities to develop one approach as the umbrella for the initiatives that unfold could be used.
- Place-based approaches require a shared agenda and coherent long-term vision, including agreed outcomes that are clear and quantifiable. Sufficient time is needed to bring the multiple parties together to develop this shared vision.
- Measuring shared outcomes are important to the success of place-based approaches. Outcomes and progress measurement needs some flexibility to ensure the relevance and utility of data collected and reported. Partners in place-based approaches will need to work together to agree the outcomes to be achieved and key progress measures that will define the initiative's success.
- Complex economic and social problems require long-term solutions. The complex problems of poverty and disadvantage will not be overcome within short timeframes. Place-based approaches should focus on longer term goals and outcomes and be embedded in existing systems and networks to ensure sustainability over the long term.
- Flexibility in funding and contracting will be needed to help deliver the innovation that characterise place-based approaches. Currently, funding models tie funding to outputs and can include strict service models that constrain innovation.
- Because place-based approaches require sustained effort to support collaboration, capacity building, co-design, adaptability and shared measurement and evaluation there is a need for 'backbone' support function that is appropriately resourced. This will build and support the relationships between partners, support development and implementation of innovations and assist the partners to monitor outcomes and progress.

The future will see collaborative, community-focussed partnerships among government agencies, community services, businesses and community develop place-based services and systems to seemingly intractable problems.



## Questions

- What place-based approaches are you currently participating in?
- What would be the implications for your organisation and the community you work within of adopting a place-based approach in local communities experiencing disadvantage?
- What are the opportunities and challenges to implementing place-based approaches that put local communities at the centre?
- What are the factors and supports that need to exist for place-based approaches to succeed – generally, for your organisation and for the community?



## A focus on strengthening outcomes

An outcomes-based approach focuses on the impact of services on people's lives rather than the actions taken by organisations. An outcome is the impact of a service on a person's wellbeing (e.g. in relation to health, safety or education). It is stated in plain, positive and compelling language and is specific enough to be measured.

Measuring and working to achieve outcomes, rather than solely measuring outputs, is central to creating a more targeted, innovative and effective community services system. It is an important enabler of system reform

### What could the future system look like?

A focus on outcomes drives people and the systems they work in to be clear about their core purpose and how they can achieve it better.

An outcomes approach also provides information about the impact of our collective efforts over time.

Transitioning to an outcomes-focused community services system will involve significant change for government and the community services industry. It will require a collaborative and coordinated approach

Measure	Description	Example
<b>Outcomes</b> ▼	Actual change to a person's real-world experience. What is achieved, rather than what is delivered.	Victorians experience housing security; Victorians achieve greater participation in society
<b>Outputs</b> ▼	A statement of what is delivered (milestones, products or services)	Number of clients placed in public housing
<b>Activities</b> ▼	A statement of what is done (products or services offered)	Housing service episode
<b>Inputs</b> ▼	The resources available (staff, rental properties)	Number of public housing rental properties available

### Why are outcomes a priority?

The future system will be based on a shared approach to service-user and system level outcomes that measures progress and allows us to better understand what is and isn't working.

The focus will shift from counting occasions of service and outputs, to measuring the outcomes achieved for people. Inputs and outputs will still remain an important part of how services are measured but there will be a greater emphasis on defining the end point – the desired outcome.

- Outcomes monitoring will be embedded in service system design, so that collecting and using outcomes information will be a normal part of case management. An outcomes focus will drive a service system structured around people and their full suite of needs.
- To achieve true impact, shared accountability for outcomes will be needed, as well as outcomes data being used to monitor and improve performance across the service system. Accountability will be shared across services and government.
- Funding to support flexible, person-centred service delivery will take into account evidence-based ways of working, linked to outcomes, which will support organisations to achieve service-user outcomes.

Measuring and working to achieve outcomes, rather than solely measuring outputs, is central to creating a more targeted, innovative and effective community services system.

- Outcomes data will be integrated with case management information and communications technology systems as much as possible, so that outcomes data can be easily collected, used and shared by organisations and DHHS.
- Workforce development will enable a shared understanding, strong capability and support for strengthening outcomes across the government and community services industry.
- Consistently measuring outcomes across services will continue to build the evidence base to inform and continually update the menu of evidence-based practices and programs.

## Case study

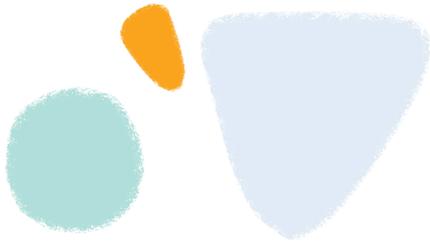
There are already good examples of outcomes approaches being used to drive improvements in outcomes at a local level. One example is from Mallee District Aboriginal Services (MDAS).

MDAS' four-year strategic plan outlines five clear health and family services outcomes that the organisation is seeking to deliver for Koori people. These include strengthening community engagement and creating a safe environment to work and live.

[www.mdas.org.au](http://www.mdas.org.au)

### Considerations for moving to an outcomes-based approach

- Defining, measuring and attributing outcomes can be a complex process, as there are often various outcomes frameworks to take into account and multiple services that contribute to achieving outcomes for people.
- There are already some examples of good practice within the industry where organisations are measuring or beginning to focus on outcomes. We need to champion and learn from this good practice.
- For some types of services, measuring outcomes is challenging due to the nature of the service; for example, referral services that may see a person use the service only once.
- Achieving outcomes is a joint effort. We need to promote and acknowledge collaboration within the industry and with government, and think about what a shared approach to measurement could look like.



## Questions

- How do we determine what outcomes we want to measure?
- How will a move to measuring and reporting on outcomes affect your organisation's service delivery and business model? What would best help you adapt?
- What risks and opportunities do you see for the industry and/or agencies?
- What are the enablers and barriers for organisations in moving from output to outcomes-based approaches?
- What are the systems needed to move from output-based to outcomes measurement and reporting? How does it need to be staged?
- What workforce development opportunities will be required to support organisations to move to an outcomes approach?
- How can we fit outcomes into local planning? What local partnerships do you have that could strengthen outcomes?
- What would be the best way for supporting and incentivising organisations to improve outcomes for people?

# A focus on embedding evidence-based approaches

## Why is embedding evidence a priority?

To address increasing service demand, complex needs and limited resources, it is critical that the industry embed evidence across all decision-making so that it delivers services that are quality, efficient and can demonstrate improved outcomes. Embedding evidence will ensure that services are offering the best value for money and that they are sustainable into the future.

## What do we mean by 'evidence'?

All types of evidence, such as administrative and program data, outcomes data, service-user feedback, research, evaluation and analytics, can be used at every level of the service system to help us:

- understand the problem we are trying to address
- choose an appropriate response
- determine whether the chosen response had the intended impact by measuring outcomes.

All this information contributes to building an evidence base that enables high quality decision-making.

Evidence-informed practice should be at the heart of service delivery. Definitions of evidence-informed practice have evolved from the evidence-based medicine movement and multiple definitions have emerged overtime. A commonly accepted definition is:

### *The integration of best research evidence with practice expertise and client values.*<sup>63</sup>

This definition suggests that evidence-informed practice should draw on multiple sources of evidence, including the acknowledgement that it should: have enough evidence behind it to allow for a reasonable conclusion that the approach is likely to achieve better outcomes for service users; and align to their values and preferences.<sup>64</sup> This definition also acknowledges that we cannot solely rely on evidence-based interventions and that practices, process and systems must also be informed by evidence.

## What could the future system look like?

The community services industry will achieve improved outcomes for Victorians by embedding evidence in policy development, service planning and delivery, programs and practice.

The industry will have a shared understanding of what constitutes good evidence and will be supported to build an evidence base. Investment will be directed to address agreed research priority areas and fill gaps in evidence. Partnerships between industry and research organisations will facilitate the development of robust evidence on best practice and innovative programs.

Outcomes data will enable us to understand issues at the system, program and individual level, enabling both system reform and the ability to meet people's individual needs. Improved data collection and analytics will enable timely system performance feedback. By ensuring all data collected is used to inform continuous improvement, the quality of the data is inherently improved.

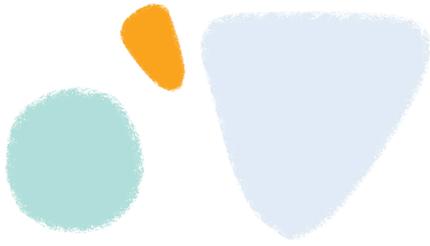
The industry will be supported to generate, translate and implement evidence in order to improve services. Evaluation of services will be rigorous and robust to directly inform funding and program decisions. Evaluations will draw on a range of evidence to understand the impact of a service, including impact, outcomes, and the experience of people who use services, implementation and cost effectiveness.

The industry will have ready access to high quality evidence on what works, potentially through a 'living' menu of evidence-informed services. The menu would support government with commissioning decisions and be a resource for organisations and practitioners to select the most suitable approach that matches a person's desired outcomes, needs, preferences and values. It would also be a tool through which the industry could document and disseminate their own promising and innovative programs.

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<sup>63</sup>Adapted from the Institute of Medicine, *Crossing the quality chasm: A new health system for the 21st century*. Washington, DC: National Academy Press, 2001

<sup>64</sup>An excerpt from Centre for Evidence and Implementation, *Framework for a menu of evidence-informed programs and practices. Consultation paper for discussion*. Prepared for the Victorian Department of Health and Human Services 2017.



## Case study

An evidence-based 'learning system' is currently being established in the child and family service sector. Elements of the learning system, such as a research strategy, an Outcomes, Practice and Evidence Network to support and build the

capability of the workforce, a menu of evidence-informed practices and programs and system performance feedback mechanisms, are being trialled and tested to build a 'blueprint' for the rest of community services.

### Considerations for embedding evidence

To move towards an evidence-informed service system, we need to explore opportunities to improve:

- the way evidence is used
- the quality of the data collected and evaluations undertaken
- the capability and capacity of the industry.

#### Evidence use

- Efficient and timely data collection and feedback mechanisms.  
To achieve this, we need data collection systems that focus on individual outcomes and reduce duplication across programs and funding sources, promote information sharing and are embedded in service delivery.
- Altering service provision when expected individual outcomes are not achieved.
- Ready access to high quality evidence, including outcomes data, high quality evaluations and best practice to assist practitioners in service delivery and demonstrate value for money.

- A collaborative environment that promotes sharing of evidence.
- Understanding service-users' perspectives on services and practice.
- Support of continuous improvement processes through the translation of evidence to inform program design and delivery.

#### Evidence quality

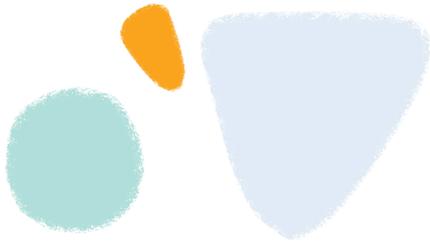
- A shared understanding of what constitutes high quality evidence in community services.
- A strategic approach to investing in research and evaluation to build a strong evidence base across the whole service system.

#### Evidence enablers

- Identify and address gaps in capacity and capability in evidence collection, analysis and translation.
- Support the workforce to deliver services that draw on the best available evidence in combination with employees' professional expertise.
- Increase support for information technology to enable data collection, analysis and reporting.

## Questions

- What types of data does your organisation use to inform decision-making and how is it used?
- How does your organisation use evidence to inform service delivery? What would help you to do this better?
- How can research in the community services industry be more effective in the future, taking into account:
  - Access and use of existing evidence
  - Generating new knowledge about what works and for whom in what context?
- What methods does your organisation use to evaluate its own services and programs?
  - How often is this undertaken?
  - What support does your organisation require to undertake or improve these evaluations?
  - How do you engage service-users in evaluation?



## Funding to support flexible, person-centred service delivery

When funding models are designed and implemented well, they can contribute to better outcomes for people by supporting innovation, integration and effectiveness.

The current way that services are funded makes it difficult for organisations to tailor support to people's needs. It results in fragmentation and prioritises short-term and crisis interventions over improving outcomes for people in the long-term.

### Why is flexible, person-centred funding a priority?

Funding is a key enabler of better service-delivery models. If we want to make a real difference for people, we need to fundamentally change how we approach funding to ensure individuals receive effective, coordinated support that is person-centred.

The future system will focus on funding models that:

- Aim to deliver better client outcomes and encourage collaborative approaches between services.
- Combine funding from a range of currently-funded activities to give organisations flexibility in providing tailored, person-centred responses.
- Ensure greater alignment of funding to evidence-based interventions or innovative programs that are being evaluated and complemented by strong performance and regulation frameworks.

Funding to support flexible, person-centred service delivery is not intended to mean only individualised funding. It refers to any funding type that enables flexible and person-centred service delivery.

### What could the future system look like?

The future system will fund new service-delivery models that support person-centred responses and reduce fragmentation. It will give more flexibility to organisations to support people to achieve outcomes.

There are a number of new approaches to funding that are currently being considered. These include:

- Broad banding: where similar funding lines or programs are bundled into consolidated funding streams to support person-centred, wrap-around service delivery.
- Expanding individualised flexible funding, and streamlining the administration and governance of packages and brokerage.
- Implementing a new, transparent pricing framework that better reflects the reasonable cost of service delivery.
- Outcomes-focused funding (including, but not limited to, using outcomes to inform funding decisions) and creating incentives (and removing disincentives) to achieve positive outcomes for people.
- Improving the data that underpins funding models, including current and future demand, the costs of delivering quality services, and outcomes.

### Considerations for introducing new funding models

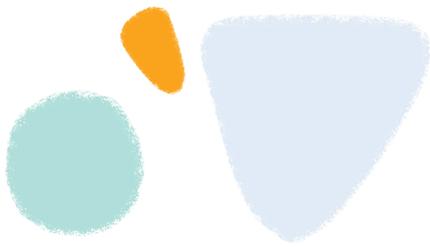
- The transition to new funding models will need to allow for innovation and trialling new ways of working. This will also help develop the evidence base for effective interventions.
- Ensuring the industry is equipped with the skills and leadership it needs to successfully transition to new funding models.
- Determining how person-centred funding models accommodate complementary activities; e.g. community development, crisis support, developing individuals' capacity to make informed choices about the support they receive.
- Promoting collaboration between organisations to achieve better outcomes under new funding models.
- The impact new funding models have on new business and finance models.



## Questions

- What are the challenges to implementing new funding models and what kind of support would assist your organisation to adapt?
- What are your priorities in preparing for new funding models (new computing software, workforce development, financial modelling, etc.)?
- What incentives (or disincentives) do current funding models create that will impact on achieving your future vision?
- What are the major risks and opportunities with introducing new funding models?
- Which funding models work in which sectors and with which service-user groups? Which don't work?

When funding models are designed and implemented well, they can contribute to better outcomes for people by supporting innovation, integration and effectiveness.



## Ensuring we have the workforce of the future

Over the next 10 years, the profile of community services organisations, the workforce and the way services are planned, delivered and evaluated will change more significantly than they have previously. To ensure the industry is ready for the changes and the impact these will have on the workforce, a collaborative, industry-wide approach to workforce planning and development is needed.

### Why is the workforce a priority?

Over the past two decades, employment in health and community services has doubled.<sup>65</sup> This growth is expected to continue driven by population growth, the implementation of the National Disability Insurance Scheme (NDIS) and an ageing population.

The anticipated changes to the profile of the workforce and the way services are planned, delivered and evaluated, means the workforce will also need to adapt to new ways of working. The drivers of these changes include consumers', carers' and workers' expectations of services and their interest in service design and collaborative delivery; heightened safety and performance issues; growing inequality; and technology developments that could enable and support greater information sharing and personalisation of services.

We need a workforce that is ready to respond to changes and is capable of working in a reformed community services system. This will require the workforce to develop new capabilities. This will include the skills to respond more holistically to people's needs and circumstances as part of person-centred, outcomes-focused services, and more coordinated (including multidisciplinary) responses.

Current challenges for the workforce include:

- **Workforce supply:** The health and community services workforce needs to grow to meet future demand, and be better distributed to give all Victorians access to services.
- **Skills development:** Through training and support, workers and organisations need to build the skills and structures (e.g. workforce planning, supervisory supports, career pathways) required for a better-performing, integrated system.
- **Integration:** The current service system can be fragmented with 'siloes' workforces, which prevents Victorians from seamlessly accessing the full spectrum of services they require.
- **Industry readiness:** Parts of the industry may not have the necessary skills or resources to support their workforce to change and adapt with the reform process.

- **Casualisation:** The often short-term nature of funding means that work in the community services industry is often casual or fixed term, which is a disincentive to investment in training and long-term certainty for workers.
- **Pathways and attraction to the industry:** There are not clear education and training pathways for school leavers into the community services industry and transition points for existing workers wanting to make a career in the industry. Combined with low pay, it is less attractive to prospective workers, despite being one of the fastest growing industries.
- **Volunteerism:** Many community service organisations rely on volunteers in a range of capacities (frontline services, fundraising, back office work etc.). The volunteer workforce is ageing and it is getting harder to recruit volunteers.

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<sup>65</sup>Australian Bureau Statistics, *Labour Force Detailed Quarterly*, Cat No. 6291.0.55.003, 2017.

## What could the future system look like?

There will be major changes to the way services are provided, and greater flexibility, adaptation and professional collaboration will be required.

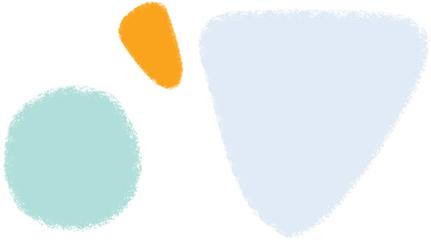
A workforce operating in a system with the person at the centre of practice will see:

- Workforces evolve to deliver care, services and support that are person-centred, local, early, well-connected, high quality, safe and innovative.
- Skilled and responsive workers situated where they are needed, engaged in safe and supportive workplaces and systems, including technology that enhances support for people.
- Workers respond to the choices, culture, identity, circumstances and goals of the people they assist. A sense of shared investment and responsibility will help people who use services to gain their independence, resilience and self-determination.
- Equitable and sustainable employment and career paths across health and human services that deliver shared economic growth and benefits.
- Better-skilled workers and better practice regimes empowering people who use services, their families, carers and communities, to improve their own health and wellbeing, and that of their families, communities and the people they care for.

- Organisations involve their workers in creating leading practice through improving service models, governance, policies, practice and innovation.
- Workers are fully equipped to identify emerging problems and people at risk so that opportunities to achieve prevention and earlier intervention can be increased.

## Considerations for the workforce of the future

- Key workforces will require support to apply new practice approaches, which will involve considerable investment in practice development, culture change and leadership. Agencies will need to be supported as they prepare for and implement new ways of working.
- Workforce supply needs to be aligned to requirements through the provision of tailored skills and training opportunities.
- Government and the industry will also need to adapt to ensure that the workforce is supported and that new practices and values are embedded.
- We need to consider ways to make working in the industry an attractive and culturally safe career option, both for students and for those transitioning from other industries. Compared with other industries, the community services industry tends to offer lower remuneration and fewer opportunities for training and development. These could be addressed to attract and retain a capable workforce.
- A focus on Aboriginal workers and a broader workforce that is conscious and respectful of culture, diversity and personal context.
- Staff training and development has to be properly resourced. We need to consider how new funding models will accommodate these activities, particularly in smaller organisations that often lack the resources to support training and development.
- It is important that the workforce holds adequate qualifications. Some of the existing industry employees are experienced but do not have qualifications, such as those workers who have entered via a peer pathway. We need to consider how to support these workers to fit into the system. Joint planning between the industry and the tertiary education sector will be required to create new pathways for experienced staff who do not meet educational and training expectations.
- The community services industry does not have clear career pathways, such as those within health services. Developing career pathways in the community services industry is an approach that could be considered to support career development and retention for the community services workforce.
- New funding models may encourage new types of organisations, such as private organisations and practitioners, to enter the workforce. We need to consider how to ensure consistent quality standards for the workforce across all types of organisations.
- The move to market models such as the NDIS, may present new challenges for workers and the conditions and arrangements organisations establish for their staff.



## Questions

- What are the workforce challenges you currently experience and what challenges do you anticipate over the next 10 years?
- What would help attract and retain workers to your organisation or sector?
- What are the best ways to upskill existing workforces and build capability?
- What are the priorities for your workforce in adapting to the new ways of working? What would help workers and organisations to adapt?
- What would better engagement with the Education and Training sector look like?
- What value should we place on experience in the industry, and lived experience, and how do we balance this with the need for adequate qualifications?
- What is the role of volunteers in the community services industry of the future?

# New information sharing provisions and digital technologies

The pace of technological advancement is moving very rapidly. New digital technologies and platforms are providing the basic building blocks to enable new capabilities and business models, intermeshed with information systems, customer experience, analytics and intelligence.

## Why is information sharing and technology innovation a priority?

In the community services industry, digital technologies have the potential to:

- Make services more accessible and convenient for people to use
- Improve service quality, coordination and safety
- Directly support more effective service responses.
- Improve the collection of data about client needs and understanding of what services have best impact on outcomes.

Currently, information sharing across the community services industry is fragmented and technology innovation and capability varies widely between organisations and sub-sectors. The industry will need support to make the transition to new technologies. This is especially important for small organisations that may have less capacity to invest in the required capital and human resources.

## What could the future system look like?

To make the most of information sharing and technology, the community services industry will need to build a skills base in information and communication technology (ICT) and data analytics. Attracting and developing these skills will enable implementation of digital solutions, implementation and management of predictive data analytics, and efficient collection and analysis of outcomes data.

The industry will develop a culture of sharing information. This will include a partnership approach, not just between community service organisations, but also between the industry and the department. As well as submitting data, organisations need to receive insights from data analysis back from the department to better understand trends.

Some organisations are already using or developing sophisticated digital systems. A partnership approach is also important so that the industry can learn from organisations that are at the forefront of new technologies.

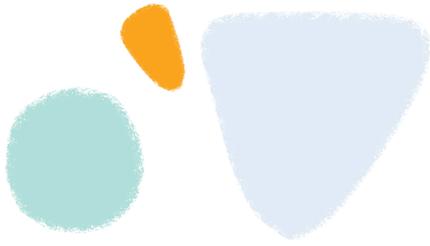
As the size and capability of organisations varies widely across the industry, there is not one digital solution or platform that will be suitable for all. It is important that mechanisms for information sharing and collaboration allow for integrated working across the different systems that organisations choose to use.

Information technology systems intended for integration and shared use will be co-designed between the industry and government, with rigorous user testing. Newly-designed systems would need to be structured around a person-centred way of working that focuses on outcomes.

Big data is an excellent resource the industry may be able to use for demand projection, anticipating future needs, and informing business and service decisions as technology evolves.

Information sharing and technology innovation is connected to all other aspects of the industry, such as the workforce, which will need to be supported to adopt any new technologies and new ways of working.

Maintaining the confidence of all participants (clients, patients, staff and agency boards and executives) is also a critical enabler of increased use of digital solutions. As an industry, we will agree to ensure that our systems are adequately secured against the loss or corruption of sensitive information and protected against cyber security threats. Confidence is a team game, requiring industry-wide approaches and collaboration to pool expertise and resources.



## Case study

### L17 Family Violence Portal

In December 2016, the Victorian Government introduced a new Referral and Triage Portal for family violence referrals coming from police (L17 reports). The new system is a good example of transitioning from a paper system to a digital system, and working towards creating a connected information system across agencies.

Each year Victoria Police makes 71,000 family violence referrals to the Department of Health and Human Services (DHHS) and funded services. These referrals were originally made on paper

forms that were sent via fax. The new online portal allows for information to be processed immediately and more easily shared so that child protection and family violence services can respond faster.

The Referral and Triage Portal was developed in collaboration with family violence specialist services and Victoria Police and took about six months to implement. The ultimate aim is for it to become the online portal for human services referrals to DHHS from any source.

### Other examples of digital innovation projects

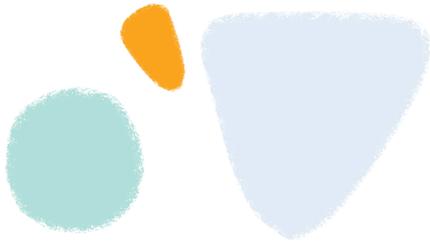
There are a large number of digital innovation projects being developed that focus on using technology to support the industry. Those that are significantly underway include:

- Predictive analytics: Predictive analytics uses de-identified, linked data to give practitioners and organisations comprehensive information so they can anticipate events and make better-informed decisions about people and programs. Predictive analytics will be useful for prevention and early intervention by helping practitioners with tools that assist in identifying people at risk before they reach crisis point. Predictive analytics is currently in the research and development phase.
- Application program interface (API) gateway: This technology will allow for the sharing of information in a standardised way across different platforms and end users. For example, organisations that are funded by DHHS will be able to use their own case management systems and share service-user information with the department in a secure way. The API gateway will be used for future projects that require system integration with the industry.
- Collaboration tools: DHHS will introduce Microsoft Office 365, which will allow for easier sharing of information between the industry and the department. It will allow for easier communication and collaboration through tools such as SharePoint, where documents can be worked on together securely, and improve options for video calls.
- App based tools: Tools that enable communication between client and case worker will enable shared recording of goals and progress.

To make the most of information sharing and technology, the community services industry will need to build a skills base in information and communication technology and data analytics.

## Questions

- How is your organisation exploring how new technologies could help you deliver more coordinated, accessible or quality services?
- What ICT capability do you expect your organisation will need in the future to successfully adapt to new technologies and greater information sharing?
- What are the challenges for your organisation in adopting new technologies? What support would help in making this transition?
- What would help your organisation to work in a way where information is shared more systematically?
- What should the DHHS be doing with the industry to support improved information sharing and ICT capability?



## A focus on best practice regulatory frameworks

The community services industry in Victoria is undergoing significant legislative and regulatory changes including transitioning to the National Disability Insurance Scheme, the introduction of minimum compulsory child safe standards, and the establishment of a reportable conduct scheme to better protect children from abuse and child-related misconduct.

### Why are regulatory frameworks a priority?

Regulations should be efficient, effective, proportionate and outcomes focussed. Regulations play an important role in ensuring that every Victorian, including disadvantaged and vulnerable Victorians, such as children in out-of-home care, people with disabilities, and people experiencing homelessness, receive safe and appropriate services.

Regulatory frameworks generally refers to obligations that are a result of legislation (such as the *Children Youth and Families Act 2005*), regulations (such as the *Children, Youth and Families Regulations 2017*), or subordinate instruments such as the *Human Services Standards* (gazetted as Department of Health and Human Services Standards). As well as meeting regulatory framework obligations community services are also required to meet obligations that may be the result of a funding and contractual arrangements. For example contractual and funding relationships with the Victorian Department of Health and Human Services. When considering regulatory frameworks it is important to consider how all of these obligations intersect, where there may be duplication, and the cumulative impacts they have on community services.

### What could the future system look like?

Victorian community services organisations are subject to a range of standards and obligations to ensure regulatory outcomes are being met, and to ensure appropriate governance. As part of striving for best regulatory practice, there may be opportunities to streamline and integrate standards or obligations, use incentive-based regulation, use data provided by services for multiple purposes where appropriate (report once use often principle), where this would not compromise the intended outcomes of the regulatory schemes. This allows services and government to focus their time and effort on things that are contributing to achieving outcomes for Victorians.

Feedback and intelligence from the industry is critical to ensuring appropriate consideration is given to how best to implement existing regulatory frameworks within the context of not only Victorian requirements but other requirements including Commonwealth requirements, Australian Charities and Not-for-profits Commission governance standards for registered charities, and other reporting requirements linked to funding and contractual arrangements, to identify any opportunities to improve the efficiency and effectiveness of regulatory approaches.

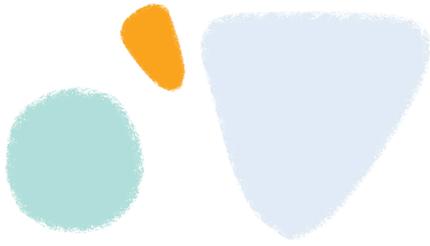
### Considerations for continuous improvement of the regulatory approach

Considerations for the future could include:

- Streamlining and integrating standards and obligations to minimise duplication where it is appropriate to do so.
- Providing compliance related assistance and advice to service providers and users.
- Strengthening performance management in contracting.
- Efficient and effective systems that make it as easy as possible for services to comply with their obligations.
- Incentive-based regulation that recognises good compliance records and supports and enables innovation.
- Strengthening quality management and practice improvement in community services and improve quality and safety reporting.

## Questions

- What aspects of the regulatory system impacting Victorian community services work well?
- Where do you see opportunities for improvement in regulatory systems, performance management or quality and safety impacting Victorian community services?
- In the short to medium term, how could obligations placed on community services be streamlined or integrated without compromising the intended outcomes of regulatory schemes?
- In the long-term, how could obligations placed on community services be streamlined or integrated without compromising the intended outcomes of regulatory schemes?
- Are there duplications in reporting? What are they? How could these be minimised?



## Good governance and leadership

Effective organisational governance and leadership is vital for achieving the overall vision for the community services industry and maintaining a sustainable and strong industry. Community service organisations are mainly well-governed and achieve outstanding results. A strength of community service organisations is that they endeavour to represent the communities they serve, some having representative governance bodies. However, they face a number of challenges in maintaining long-term financial sustainability and achieving outcomes in the face of constant change and growing uncertainty.

Leadership by chief executives and senior managers will change in the future as the funding and service landscape changes.

### Why is good governance and leadership a priority?

Good governance and leadership are central to ensuring that boards and committees are effective at leading the organisations they serve.

Effective governance of community services is particularly important during periods of transition to ensure continuation of services and activities. Effective governance means that the boards of community service organisations will need to:

- Align whole governance capability with the governance needs of the organisation.

- Identify gaps in skills, knowledge and behaviours and address these through training and/or recruitment.
- Systematically undertake a range of board functions including recruitment and induction, board review and development, and succession planning.

A capable, highly functioning board will be better able to effectively respond to change and identify developmental opportunities for their organisations in times of reform.

Chief executives (CEOs) and senior managers will also need to lead their organisations in new ways. This might require new skills and capabilities in an increasingly competitive and ever-changing environment. Leaders are currently adapting to the cultural change required to adopt new service models and this will continue in the new environment. Commercial and marketing skills will be needed should contested marketised models continue.

### What could the future system look like?

Boards in the community services industry of the future will need to continue to ensure their organisations serve their communities and meet their legal and compliance responsibilities. Boards must have the skills and focus to:

- **Plan and organise:** Focus on future directions and adapting to change under community services industry planning. Establish an organisation vision and plan for sustainability by anticipating and responding to factors that shape the future of the industry.
- **Monitor and review:** Oversee operations of the organisation, including ensuring compliance, monitoring budgets and managing risks.
- **Work together:** Communicate and work effectively with others, such as with the communities that organisations serve. Contribute to meetings and demonstrate leadership and teamwork.
- **Be effective and accountable:** The structure and operations of the board will need to support all aspects of decision-making and ensure that board decisions are ethical and respectful of confidentiality.
- **Leadership capabilities:** Many organisations are currently undergoing transformational change, especially in the aged care and disability service sectors. CEOs and managers of organisations in the future will need to be able to quickly adapt to changing environments and lead their workforce in the changes.

## Case study

### Governance and Financial Management Support

With funding from the Helen Macpherson Smith Trust, VCOSS' Governance and Financial Management Support project assessed the governance and financial management of six regionally based community service organisations. The project included:

- a governance and financial management self-assessment tool
- onsite visits for each organisation
- a verbal and written report on the organisation's overall health with accompanying resources to support improvement.

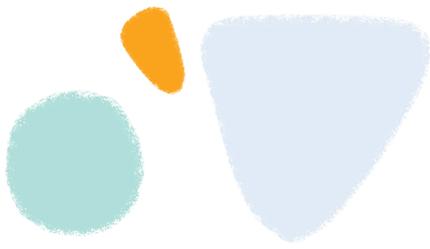
The project provided insight into the challenges and opportunities for community service organisations in terms of governance and financial management. While well governed in the main, each organisation assessed was assisted to improve certain aspects of their governance and financial management. An online Good Governance and Financial Health Check is now being developed with additional funding from the Helen Macpherson Smith Trust that will be broadly available for the industry.

### Considerations for leadership and governance in a future community services organisation

- The board of each community service organisation will be different, as it will need to reflect the specific needs of the organisation and its unique culture, values and mission.

- All boards will need to ensure their community service organisation:
  - o has a clear vision for the future that demonstrates an understanding of the primary purpose of the organisation, and the needs of their community/people targeted for services
  - o is delivering the outputs and outcomes required by the funder
  - o is accountable and financially compliant
  - o has a risk management framework and strategies to control or mitigate risks
  - o has a sound board policy framework that guides operations and decisions.
- All boards need to provide organisational leadership and work collaboratively with management.
- New organisational leadership and management skills will be needed in the future

Community service organisations are mainly well-governed and achieve outstanding results. A strength of community service organisations is that they endeavour to represent the communities they serve, some having representative governance bodies.



## Questions

- What skills and competencies does your board need to achieve good governance and leadership?
- How do boards continue to ensure they are representative of the communities they serve, particularly Aboriginal community-controlled organisations and multicultural and migrant support services?
- What support does your organisation need to achieve good governance and leadership?
- How do you measure the effectiveness of your board?
- What leadership skills will CEOs and senior managers require in the future? Will this be different to now?

# Supporting organisational and industry readiness

The community services industry will be one of the fastest growing and most important to the Victorian economy in coming years. The industry will need to be prepared to find new ways of working to support this growth.

Organisational and industry readiness refers to community service organisations' business and operational models and how they will transition and manage new systems and practices required to grow sustainably.

## Why is organisational and industry readiness a priority?

The community services industry has significant expertise in supporting Victorians facing vulnerability. Community services organisations generate economic and social benefits and play a unique role in supporting and advocating for those members of the community most facing vulnerability and disadvantage. They amplify the voice of people facing disadvantage, build strong relationships with people who need support, build community cohesion, and adopt prevention and early intervention approaches. By working closely with the community and collaborating to get best results, they play an essential role in Victoria.

The majority of community service charities are small (with revenue of less than \$250,000) and less than half of Victorian community service charities receive government grants, with the balance raising their funding from donations and bequests, and other income and revenue. The overwhelming majority of community service organisations currently have balanced or surplus budgets, with the minority (just 13 per cent) running deficits.

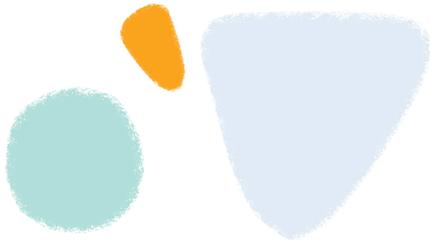
The industry is currently undergoing rapid change with simultaneous state and Commonwealth reforms. These reforms are likely to have long-term impacts. These include reforms to disability, aged care, family violence, children facing vulnerability and mental health services. There are common themes across all of these reforms that present opportunities and challenges to community service organisations. System reforms are placing greater focus on providing individuals with more choice and control over how services are delivered. Challenges also include greater competition, funding uncertainty, workforce supply and capability, locating and maintaining suitable infrastructure, and demonstrating the impact of services on people.

All these changes have implications for the governance and management of community service organisations as well as their service delivery.

## What could the future system look like?

There are a number of ways in which organisations might adapt to the service delivery environment of the future:

- **Specialisation or diversification:** In an expanding community services industry, organisations may choose to specialise their services to address a particular niche in the market, or expansion may mean diversification to deliver new types of services. The choice to specialise or diversify will depend on the market in which they are operating. In a metropolitan context, it will make sense for many organisations to specialise their service offer, however, in rural and regional locations where there are fewer organisations it may make sense for them to deliver a wider range of services.

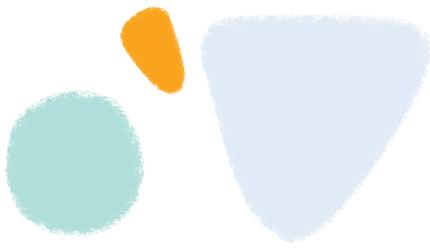


- **Partnerships:** Community service organisations currently have a range of partnerships and strategic alliances between organisations with different skills and expertise. In the future this may increase. Partnerships may be particularly helpful for smaller organisations to build new capabilities and potentially learn from the experience of others. There may also be options for small organisations to pool business functions such as human resources or information technology while continuing to deliver specialist services for people. New person-centred funding approaches will require greater collaboration between organisations, as people may choose to access services from a range of different organisations.
- **Place-based networks:** Many organisations already have a range of place-based networks. New models of service delivery such as the Support and Safety Hubs may create significant opportunities for regional collaboration between organisations to provide people with a seamless experience. Some organisations may choose to operate within a single local area, while others might operate across multiple local areas or nationally.
- **Building governance and leadership capabilities:** Continued strong leadership and organisational governance will be an essential element of organisational and industry transformation. This could include strengthening boards of community services organisations and supporting leadership development. This is described in further detail under Good governance and leadership.
- **Business model development:** In an environment where there may be mixtures of block and person-centred funding, community service organisations may need to develop financial and business models that ensure they can sustain balanced budgets, invest in training of staff and continue to deliver quality services.
- **New technologies:** Technology has the potential to enable more efficient business processes for organisations that can in turn enable better outcomes for people. Many industries have harnessed new technologies to improve their business processes and there is significant potential for organisations to expand the reach of their services. The impact of new technology is described in further detail under New information-sharing provisions and digital technologies.
- **Training and skills development:** Investing in training and skills development is an essential component of quality service provision, strong corporate governance, financial management and information technologies. The need for workforce training and development is described in more detail under Ensuring we have the workforce of the future.
- **Quality systems:** Quality systems and quality assurance processes will be increasingly important as the industry grows. Strong quality systems are also critical in a self-directed funding environment where people who use services have more independence but may take on higher levels of personal risk. The need for regulatory frameworks that retain quality and safety standards is described under A focus on best practice regulatory frameworks.
- **Competition:** As the industry grows and if the trend of market-contested funding increases, there is the likelihood of increased competition between organisations and the entry of new organisations, including for profit, into the market. Services will need to consider how to balance collaboration with other services with competition, and how to attract people needing services in new and innovative ways.



## Considerations for organisational and industry readiness

- The current reforms at state and Commonwealth level will require unprecedented growth and create new challenges and opportunities for community service organisations.
- The Support and Safety Hubs are part of an emerging new service system in Victoria. This area-based model of service delivery will require new working arrangements between organisations and will offer new opportunities for collaboration.
- An increased focus on flexible and person-centred funding will also change the service delivery landscape for organisations. New funding approaches include greater availability of flexible packages and ‘broad banding’ of program funding, where similar programs and funded activities are consolidated to enable greater flexibility. These changes will require new organisational and business models.
- An outcomes-focused service system will require organisations to change their organisational and operational systems to embed consistent data collection processes and enable measurement of outcomes.
- Enabling organisations to have the appropriate infrastructure in order to deliver community services where and when people need them.



## Questions

- How will the changes facing the community services industry impact your business and operating models now and in the future? What kind of support would help you most?
- How is your organisation planning to transition to new business and operating models? What kind of support would best assist you with this transition?
- What would help your organisation to work in closer partnership with other community service organisations in the future?

# Have your say in the development of the 10-year Community Services Industry Plan

## Face to face consultation

Community services organisations are invited to attend a consultation during October 2017:

**Bendigo: 6 October**

**Traralgon: 9 October**

**Benalla: 17 October**

**Wyndham: 20 October**

**To register for a face to face consultation see [www.vcross.org.au](http://www.vcross.org.au).**

## Online survey

Community service organisations are also invited to complete a short online survey. Individual or organisations will not be identified in the survey.

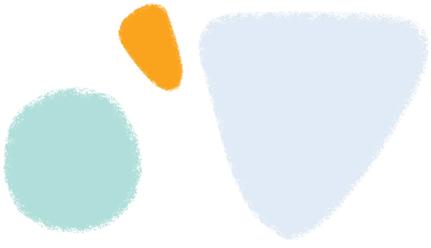
To complete the survey go to <http://vcross.org.au/strong-sector/community-services-industry-planning/>

## Written responses

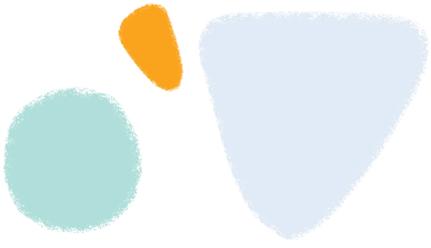
Written responses to the Community Services Industry Plan Discussion Paper are welcome. Answer as many questions as you wish in all sections or in a specific section.

Write a response to this Discussion Paper and send to [commsecplanning@vcross.org.au](mailto:commsecplanning@vcross.org.au) by **10 November 2017**.

Information gathered will be used to develop the Community Services Industry Plan. Please indicate if you wish your written response to be kept confidential.









Human Services &  
Health Partnership  
Implementation  
Committee



**VCOSS**  
Victorian Council  
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**VICTORIA**  
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