

**Report on the CLEPH-enliven seminar held at the Punthill
Apartments seminar room in Dandenong on October 30 2013**

**‘Innovative alliances: Police, Health and Social Services
working in partnership to address complex issues in Greater
Dandenong, City of Casey and Shire of Cardinia – and the UK’**

Consultant: Greg Denham



Pictured: Inspector Wayne Viney (Victoria Police) and Professor Nick Crofts (CLEPH)

Background

The Marketplace of Ideas (Moi) conducted at the LEPH2012 Conference in Melbourne highlighted the importance of police-health collaborations so that both sectors can serve their communities well and fulfill strategic objectives – objectives that can *only* be achieved in partnership.

Whilst good examples of police-health collaborations exist, there is no mechanism (yet identified) to showcase and publicise such collaborations, and therefore allow learning by others facing the same challenges. Platforms such as the Moi that demonstrate the utility and mechanisms of police-health partnerships are likely to result in increased spread and sustainability of innovative solutions to complex social and health problems at the local level.

As a result of the positive reception of the Moi at the LEPH2012 Conference CLEPH made a strategic decision to pilot a Moi in a local setting to show-case innovative and collaborative projects involving police, health and social welfare agencies.

As communities in the southeast of Melbourne experience significant inequity and social disadvantage a decision was made to showcase police/health partnerships undertaken in the local government areas of City of Dandenong, City of Casey and Shire of Cardinia. One of CLEPH's aims in working in the southeast of Melbourne was to increase cross-sectoral engagement and therefore enhance the capacity of both sectors to address and respond to issues arising from inequity and social disadvantage and prevent further harm arising from these circumstances.

CLEPH was approached by a local health service 'Enliven' to collaborate and plan then conduct a one-day seminar based on the successful Moi conducted at LEPH2012 Conference.

'Enliven' is a community based health organization that was originally established as part of the Victorian Government's Going Forward: Primary Care Partnership Strategy in 2000 by a voluntary alliance of health and social services, the membership set up the not for profit association in December 2012.

With a strong commitment to community and over 12 years experience in partnership innovation, enliven has a unique capacity to understand complex health and social issues and to deliver new and effective solutions that contribute to enhancing health and wellbeing.

Seminar Rationale

There are many complex issues that have both social and health impacts, and also have implications for the criminal justice system, especially through personal behaviours. Responses to these issues from one or other sector alone are usually inadequate; they need multi-sectoral partnerships, real partnerships that work on the ground from day to day, and go on working.

One group often left out of the equation, but critically important, is the police. The critical role of police in promoting and protecting public health in its broadest sense

is often inadequately recognized – both by police themselves and by the health and social welfare sectors.

However, there are an increasing number of examples of innovative and effective collaborations at local level between police and health and social services. “Whole of government” responses makes good rhetoric at Federal and State level, but it is at the level of local government that they must be made to work.

The CLEPH-Enliven seminar showcased examples of innovation and collaboration across a range of complex public health and social welfare issues, from within the municipalities and elsewhere – including recent developments in this field from the UK. Too often these innovative projects, even when spectacularly successful, are not widely known, do not affect policy at higher levels, and are often not sustainable or sustained.

The day-long seminar was part of an ongoing process to redress this lack – to better understand the principles of successful collaborations with police, and to better address the sustainability and policy impact of successful local initiatives.

Seminar Objectives

- Identify innovative partnership approaches to complex social and health issue at local level in south-east Melbourne
- Highlight importance of developing ‘Stakeholder Engagement Strategies’, MoUs etc.
- Enhance supervisory, leadership and management skills of police and health practitioners to implement innovative, contemporary and collaborative community safety approaches.
- Increase confidence in resolving ethical issues associated with inter-agency responses to complex social issues.
- Build ‘social capital’ for programs through enhanced awareness and networking.

Process

CLEPH and Enliven undertook a collaborative process in the planning and conducting of the one-day seminar. This process involved a number of steps including a mapping exercise conducted initially to scan the police/health partnership ‘environment’ and provide a good indication of the breadth and depth of projects currently undertaken in each of the three municipal areas:

1. Conduct mapping exercise – identify the current level of engagement between police-health. Used for:
 - (i) a presentation at the seminar - "The extent of police-health/welfare collaborations in the SE"
 - (ii) marketing the seminar
 - (iii) selecting and inviting presentations from projects

2. Host all-day seminar to showcase programs in MoI format – informal, joint presentation, interactive
3. Document programs – written, documents/publications, video
4. Publish programs on CLEPH website to facilitate sharing lessons learned at local, regional, state, country and international levels.

Synopsis of Seminar Presentations

Speaker 1: Ms Sandy Austin - Health and Aged Care

‘Welcome on behalf of the Victorian Department of Health ‘

Ms Austin welcomed the audience on behalf of the Department of Health (Victoria). Ms Austin emphasized the important leadership role of senior managers from police, health and local government through the regional management reference groups whose role is to provide strategic direction through coordinated planning. Ms Austin also highlighted the need for evidence informed practice and evaluation. Key issues to be addressed in future collaborative efforts include how to share data amongst agencies and how to foster a culture of cooperation.

Speaker 2: Ms Wendy Mason – Enliven

‘Overview of police/health/welfare collaborations in the south east and the results of the mapping survey’

Ms Mason welcomed the participants on behalf of Enliven and gave an overview of the process of mapping the various projects that will be highlighted in today’s seminar presentations. Ms Mason also spoke about her experiences in developing partnerships between health and other agencies. Ms Mason said that trust between participants in any relationship was crucial to that relationship’s success or failure.

She also emphasized the need for consistent and clear language amongst those working in a relationship, particularly clear articulation about what and how the goals will be achieved. Ms Mason also highlighted that people will move in and out of partnerships and therefore consistency in terms of understanding of the issues is not always possible.

Speaker 3: Nick Croft - Centre for Law Enforcement and Public Health

‘Police and public health - the rationale and intersection’

Professor Crofts spoke on behalf of CLEPH by way of providing background to the development of the seminar with particular reference to the CLEPH conference held in Melbourne in 2012 and the Market Place of Ideas concept. Professor Crofts spoke about how the material that was presented at today’s seminar will be used in terms of showcasing successful police/health partnerships through an online resource tool. Professor Crofts also provided some reflection on his experiences working in South

East Asia with police and the fact that HIV prevention programs such as needle exchange rarely succeed unless they are supported by police and what was hoped for the next CLEPH conference to be held in Amsterdam in 2014.

Speaker 4: Superintendent Paul Hollowood – Victoria Police

‘Collaborative Leadership’

Superintendent Hollowood spoke about the important role partnerships play in preparedness in dealing with emergency situations. He gave an example and some interesting insights into how partnerships and relationships assisted in saving lives when dealing with the Black Saturday bushfires in Melbourne in 2009 and that relationships should be seen by police as part of their broader community responsibilities. Superintendent Hollowood emphasized the need for stakeholders in any relationship to focus on a common goal and that when emergency situations arise it is the quality of those relationships that will often determine whether a community can deal with that difficult situation.

Speaker 5: Superintendent Pat Paroz – New South Wales Police

‘Police and public health local partnerships in the UK: how police-health partnerships are formed and sustained in the UK’

Supt Paroz provided some invaluable insights into the issues confronting police regarding the development of partnerships. He spoke about key questions that police need to address in partnership development such as accountability and why police often choose words such as ‘consider’ collaborative arrangements when more directive terms should be preferred. Supt Paroz also spoke about the need to change the culture of policing away from task focused, reactive styles toward a more proactive and strategic approach.

Supt Paroz gave the audience an overview of his recent trip to the UK where he undertook a study tour of partnership approaches. He gave a description of the legislation underpinning the partnership process in the UK including the Police Reform and Social Responsibility Act and the Health and Social Care Act. Both Acts emphasise prevention being an ‘all agency’ role with significant implications for relationships with police and the police & crime commissioners.

Speaker 6: Dave Hamra City of Greater Dandenong

‘A Tale of Two Places: Addressing Perceptions of Safety in a Complex Environment’

Dave Hamra spoke about the difficulties that local government has with changing community perceptions about safety, particularly in places such as Dandenong where there had been unfavourable significant media coverage of crime, particularly drugs and other anti-social elements in the past, which had built up a perception that Dandenong was very unsafe. However recent data suggested that this situation had changed and Dandenong was now much safer. Dave Hamra also spoke about

some of the challenges facing partnerships between police, local government and health with one of the major issues being the sharing of data between agencies. Dave gave some excellent examples of how the physical environment can be changed to create a different perception about safety and that building common ownership and a sense of belonging is very important in creating safer communities.

Speaker 7: Mali Farnell Windermere Family and Child Services

‘Kids on Track’

Mali Farnell is the ‘Kids on Track’ Youth Project Officer with Windermere Family and Child Services. Ms Farnell explained the purpose of ‘Kids on Track’ and that it is an Action Research Project working with Victoria Police, Cardinia Shire and Monash University. The project engages at-risk youth through an eight week group work program and individual sessions with children. It provides them with the skills to develop positive views of self, others and the community, and subsequently decrease likely engagement in anti-social activities. The police involvement is through Station Youth Officers who provide a positive role model for young children at risk and ensure that police are connected to schools where they play an important role.

Speaker 8: Ms Carolyn Worth South Eastern Centre Against Sexual Assault

‘Principal, Multidisciplinary Centre Dandenong’

Ms Carolyn Worth spoke about the importance of having a clear and well-defined protocol with police regarding dealing with incidents of sexual assault.

Ms Worth stated that in matters involving complex investigations involving sexual assault good relationships protocols between police and health agencies are very important for both agencies as this will not only assist in the investigation of the alleged crime but also assist in caring and helping victims. This presentation was particularly important given the multi-faceted role of police. Relationships between police and health agencies should not be seen just in the context of project implementation and crime prevention but also in investigative duties, particularly where the health of the victim is severely impacted. Ms Worth also highlighted the important role that police play as gatekeepers not only to the criminal justice system but also to health, social and welfare agencies.

Speaker 9: Inspector Wayne Viney Victoria Police

‘Casey Youth Suicide Steering Committee’

This project was developed to address concerns about an increase in youth suicide in the Casey area in Melbourne. Through a contagion affect multiple young people took their own lives (primarily through stepping in front of trains). This continued cluster caused significant fear and alarm throughout the local community. Many of the

young people were known to each other and there were rumours of youth suicide pacts. In response to this issue once a cluster situation was identified a whole of community approach was adopted. Key government departments formed the Casey Youth Suicide Steering committee and reference group. This steering committee developed a memorandum of understanding and action plan, implementing nine strategies.

The work of the steering committee continues, to date it has seen a significant reduction in the number of youth suicides in the area (nil reports linked to cluster for numerous months), the work of the committee has also influenced state government funding dedicated Headspace School Support Officers, who have been employed to build resilience of young people within the community.

Speaker 10 and 11: Inspector Wayne Viney Victoria Police and Tracey Blythe: City of Casey

'Challenge Family Violence'

In the Local Government Areas of Casey, Greater Dandenong and Cardinia experience the highest volume of Family Violence (FV) of any division within Victoria by a significant margin. The project has identified approximately 25 community male mentors. These mentors have been chosen due to their knowledge of FV issues, standing within the community and willingness to make change. Mentors come from a variety of backgrounds including Victoria Police, Council employees, Faith leaders, community leaders including CALD backgrounds, service providers in FV sector, sports leaders etc.

FV Units proactively target recidivist offenders through various investigative techniques, in addition they look to further support victims of FV through the First 48 strategy. This strategy sees FV Units re-visit victims of FV within 48 hours of it being reported to police. Further support for victims has been achieved through an interagency agreement between key support stakeholders. This agreement has seen a coordinated approach across all agencies in providing appropriate levels of support and protection for victims of FV.

Speaker 12: Inspector Wayne Viney Victoria Police

'PACER Program - a police and mental health services partnership'

The Mental Health Integration and Coordination Unit, operates out of St Kilda Police Station and their area of operation aligns itself to the Alfred Hospital catchment area. Their partnerships are with Alfred Health and Bayside Medicare Local. The rationale for the introduction of the PACER program was to provide a specialist service involving both police and a mental health clinician to attend serious incidents involving a person experiencing a mental health issue. Both the police and mental health clinician operate out of the same vehicle and will attend an incident when operational police request assistance and will complete the task, such as an

assessment at a hospital where the person who is experiencing the mental health problem may be an involuntary admission. The PACER program allows other operational police to direct their resources to other police tasking and not be 'tied up' for long periods dealing with mental health problems.

Panel Speakers: Assoc Prof Roberta Julian – Tasmanian Institute for Law Enforcement Studies and Barry Hahn is the Manager of Social Policy and Early Years with Moreland City Council and Inspector Wayne Viney Victoria Police

The panel was asked a series of questions by the audience on a range of issues to do with police relationships with health, local government and the broader community.

Some of the key themes/issues that came out of the panel discussion included:

- the need to ensure that police/health partnerships are included within strategic planning
- there are some very good local partnerships formed that don't always require 'permission' from senior management
- leadership is important, this will provide confidence and support for police to initiate local level projects
- evidence and evaluation of what works is important as well as documenting the processes of engagement
- language and terminology can differ from agency to agency – clarification and open communication is needed
- problems can be perceived in different ways and agreement on what are desired outcomes can be different from agency to agency 'in order to share a problem we have to understand what the problem is'
- the non-sharing of data limits the extent to which agencies can collaborate
- personalities, personal motives and a desire to put more into a relationship than what can be taken out seem to be critical to collaboration and shared outcomes
- often collaboration and relationship building depends on the priorities, personal motives and desires of individuals and this will mean that relationships will work well in some areas and not others
- in some situations the more difficult and contentious issues will require a great deal of discussion and negotiation and there may be a need for agencies to 'give some ground'

Participants

Ninety six people registered to attend the Seminar, which was free to participants. Participants representing a broad range of agencies from the health, welfare, social and policing sectors attended. Those present were drawn from a wide geographical area with local, intrastate and interstate representation.

Agencies represented included:

- Department of Health and Aged Care
- City of Casey
- Good Shepherd Youth and Family Services

- Victoria Police
- City of Greater Dandenong
- Dandenong Hospital
- Women's Health in the South East
- Frankston City Council
- Department of Human Services
- Monash Health
- Australian Community Support Organisation
- Gamblers Help Southern
- La Trobe University
- South East Melbourne Medicare Local
- Moreland City Council
- Tasmanian Institute for Law Enforcement Studies
- New South Wales Police
- Family Violence Women's Services Casey and Cardinia

Evaluation

At the completion of the seminar an evaluation was conducted and the participants were asked a series of questions about how

1. Overall, how would you rate today's seminar?
2. How would you rate the level of the content of the seminar?
3. To what extent will the seminar be helpful to you in your work?
4. What were the major strengths of the seminar?
5. What changes, if any, would you recommend to the program?
6. Briefly describe ideas or plans you have for incorporating seminar learning's into your work.
7. In general, how would you rate the venue?
8. In general, how would you rate the catering that was provided?
9. Any additional comments or suggestions?

In response to question 9 the following comments were made

- Great conference. Thank-you.
- The atmosphere and culture created by Wendy, Greg and Nick was very welcoming, collaborative and community focused. Many thanks for a great day.
- Should get a mobile device to change slides.
- Need to recognise other types of law enforcement to include, not just police that have a significant role in community and also influence i.e. local laws, building surveyors, planning inspectors etc.
- More seminars like this one, maybe once or twice a year, would be wonderful.
- Need a table to write notes.
- Interesting seminar.
- Well organised.

- Difficult to see some presentations as it was difficult to see the bottom of these over people's heads. Possible layout of the room around tables could have been more interactive with other attendees.
- Advise agencies where people in the audience are from.
- Keep speakers to time.
- Very good overall. Well done.
- Great networking opportunity.
- Great initiative.
- Great to have active Police engagement in the forum, this is a limited opportunity.
- Thank you for allowing me to participate in the forum.
- A handout list of participant.

Program

<p>9.05-9.15am</p> <p>Ms Sandy Austin</p>	<p>Director Health and Aged Care Southern Metropolitan Region and Eastern Metropolitan Region</p> <p>Sandy Austin has been the Director for Southern Metro and Eastern Metro Regions of the Department of Health since April 2013. Prior to this appointment she was Director for Health and Aged Care in the North and West Metro Region.</p>	<p>'Welcome on behalf of the Victorian Dept of Health '</p>
<p>9.15-9.30am</p> <p>Ms Wendy Mason</p>	<p>Wendy Mason is the Executive Officer for ENLIVEN which was originally established as part of the Victorian Government's Going Forward: Primary Care Partnership Strategy in 2000 by a voluntary alliance of health and social services, the membership set up the not for profit association in December 2012.</p>	<p>'Overview of police/health/welfare collaborations in the south east and the results of the mapping survey'</p>
<p>9.30-9.40am</p>	<p>Director CLEPH</p> <p>Nick Croft is a Director of the Centre</p>	<p>'Police and public health - the rationale and</p>

Prof Nick Crofts	for Law Enforcement and Public Health with an extensive background in public health and has previously held Director positions at the Burnet Institute and Turning Point Centre.	intersection'
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9.40-10am Superintendent Paul Hollowood	Superintendent Paul Hollowood has thirty-nine years service with Victoria Police. He is the Divisional Commander of the Operations Support Division based at the Dandenong Police Complex for the Southern Metro Region.	'Collaborative Leadership'
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10-10.45am Supt Pat Paroz	Superintendent Pat Paroz is the Commander of Drug and Alcohol Coordination, which includes the Alcohol & Licensing Enforcement Command. His career spans nearly 30 years of policing across many disciplines in NSW and was promoted to the rank of Superintendent in 2004. In 2011 he was awarded the Australian Police Medal for distinguished service to the community and particularly for his work with disadvantaged young people.	'Police and public health local partnerships in the UK: how police-health partnerships are formed and sustained in the UK'
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BREAK 10.45-11.15am

11.15-11.35am Mr Dave Hamra	Dave Hamra Team Leader Community Development City of Greater Dandenong and is an	'A Tale of Two Places: Addressing Perceptions of Safety in a Complex
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	<p>experienced professional with academic qualifications in Arts and a post graduate degree in Urban Research and Policy along with more than 20 years working experience in development, local government and the community sectors.</p>	Environment'
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<p>11.35-11.55am Ms Mali Farnell</p>	<p>Mali Farnell is the 'Kids on Track' Youth Project Officer Windermere Family and Child Services 'Kids on Track' is an Action Research Project working with Victoria Police, Cardinia Shire and Monash University.</p>	'Kids on Track'
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<p>11.55-12.15pm Ms Carolyn Worth</p>	<p>Ms Carolyn Worth Manager South Eastern Centre Against Sexual Assault</p> <p>Carolyn Worth has been the Manager of the South Eastern Centre Against Sexual Assault for 21 years. Prior to this position she worked in the Family Court of Australia for 9 years as a Court Counsellor. She is the Spokes Person for the CASA Forum.</p>	'Principal, Multidisciplinary Centre Dandenong'
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<p>12.15-12.35pm Insp Wayne Viney</p>	<p>Inspector Wayne Viney has been a serving member of Victoria Police for 27 years. Wayne is currently the Local Area Commander for Casey, a position he has held for the previous 2 years, in addition he has divisional responsibility for the management of Family Violence within Southern</p>	'Casey Youth Suicide Steering Committee'
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LUNCH 12.45-1.30pm

1.30-1.50pm	‘Challenge Family Violence’	‘Challenge Family Violence’
1.50-2.10pm	<p>(1) Inspector Wayne Viney</p> <p>(2) Tracey Blythe</p> <p>Tracey is the Team Leader of Health Promotion at the City of Casey, and supervisor of the CHALLENGE Family Violence partnership across Casey, Cardinia and Greater Dandenong.</p>	

2.10-2.30pm	‘Summary and panel discussion ‘	
‘Summary and panel discussion ‘	<ol style="list-style-type: none"> 1. Inspector Wayne Viney 2. Assoc Prof Roberta Julian 3. Barry Hahn <p>Roberta Julian is the current Director at Tasmanian Institute of Law Enforcement Studies at the University of Tasmania. She has published widely in the areas of immigrant and refugee settlement, ethnicity and health, globalisation and diaspora, and the relationships between class, gender and ethnic</p>	

	<p>identity.</p> <p>Barry Hahn is the Manager of Social Policy and Early Years with Moreland City Council. Barry responsibilities include overseeing the development and implementation of Councils Health and Wellbeing Plan.</p>	
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<p>2.30-3.00 pm</p> <p>Sergeant Doug Bowles</p>	<p>Sergeant Doug Bowles, OIC of the Mental Health Integration and Coordination Unit</p> <p>(please note that due to illness Sgt Bowles was unable to attend – Insp Viney spoke on his behalf).</p>	<p>'PACER Program - a police and mental health services partnership'</p>
<p>3.00pm-3.15pm</p>	<p>Summary – CLEPH and Enliven</p>	<p>Close 3.15pm</p>