

Brief Report

October | 2018

www.utas.edu.au/tiles



Tasmanian Institute of Law Enforcement Studies (TILES), University of Tasmania, Australia, CRICOS Provider Code 00586B

Law Enforcement and Public Health Workshop Series Report No. 3 – Backbone Organisations

Isabelle Bartkowiak-Théron, Danielle Campbell, Rikki Mawad,
Romy Winter, Sancia West and Roberta Julian

"Using Collective Impact to create a kinder, safer and more inclusive Tasmania"

Background

In November 2017 the Tasmanian Institute of Law Enforcement Studies (TILES) released an Issues Paper on 'Law Enforcement & Public Health' (LEPH). The Issues Paper invited responses from the community about using a Collective Impact (as a possible, among others) approach for integrated service delivery and collaboration in law enforcement and public health issues (such as mental health, drug and alcohol use or addiction, violence, disease, road trauma, emergency and disaster management).¹

In addition to the preparation of a Final Report, TILES initiated a series of consultations and workshops on collective impact and collaborative models.² The Collective Impact Workshop Series sought to transform research and discussions into action. The third workshop in the series, on which this report focuses, aimed to discuss the role and function of a backbone organisation, and re-imagine what a backbone organisation could look like in the law enforcement and public health arena, in Tasmania. The workshop was held at the University of Tasmania on 15 October 2018.



Figure 1- Preconditions for Collective Impact.
Source: Kania and Kramer, 2011.

The workshop was attended by 18 stakeholders and included guest speakers from Tasmania's 26TEN program, and the Tasmanian Institute of Law Enforcement Studies. 26Ten is an organisation which is based on collective impact, acts as a backbone to a number of initiatives and to a large network of stakeholders all sharing the shared purpose of addressing illiteracy in Tasmania (the "1 in 2" motto).³

This short report aims to summarise the intersecting themes discussed by panellists and participants and seed a deeper conversation about how a backbone organisation could be used in LEPH to create a safer, caring, inclusive and healthier Tasmania.

Collective Impact "is a framework to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting

social change".⁴ Various models for community change and vibrant service delivery exist throughout the world. There are several preconditions to design functioning collective impact approaches, as shown in Fig 1. Two of the three preconditions for successful Collective Impact collaborations, identified in previous studies⁵ are noticeable in the Tasmanian context: a sense of urgency about the need for change, and influential champions. The third precondition – adequate financial resources – remains a local challenge but one that is inherently tied to the impetus for change.⁶

Intersections between the Determinants of Crime and the Determinants of Health

Professor Roberta Julian TILES Founding Director opened the workshop noting there was an emerging theme across discussions in the workshop series that a collective impact approach in law enforcement and public health should focus on prevention, early intervention and systemic reform.⁷ With consensus in the previous workshops that the determinants of health and the determinants of crime are inherently linked, participants were invited to consider what kind of backbone organisation could work to improve public health by increasing safety and vice versa.

Backbone Organisations Drive Collective Action and Enable Impact

The Panel session focused on the collective impact approach adopted by the Tasmanian Government 26TEN Strategy to improve adult literacy and numeracy⁸ and key learnings from REACH Edmonton, the Canadian Municipal Network on Crime Prevention⁹. For all speakers, the underlying message was that backbone organisations broker relationships and facilitate the human, administrative and financial resources needed to drive collaborative action and enable impact.

Panellists Sue Costello and Christina Roscoe from 26TEN discussed how their organisation uses collective impact approaches to deliver a whole of government, state-wide, 10-year strategy to ensure Tasmanians have the literacy and numeracy skills they need for work and life. Costello and Roscoe said 26TEN was about trust, time and using mutually reinforcing activities across a network of members and supporters who themselves become the backbone for transforming adult literacy and numeracy around the state. With 156 Member Organisations and 859 Members and Supporters, the reach and impact of the organisation in Tasmania is growing. In addition to providing grants, education resources and training, 26TEN has been able to let their network of members and supporters nuance their own efforts to improve adult literacy and numeracy. In effect, as a backbone organisation, 26TEN is able to facilitate shared action and progress towards achieving the common agenda of addressing illiteracy rates in Tasmania.

Dr Danielle Campbell from TILES then discussed her consultation and networking with REACH Edmonton and the role they play in Edmonton as a backbone organisation for a collective impact approach to crime prevention.¹⁰ Campbell said that the transferable learnings from REACH to any potential LEPH collective impact approach in Tasmania should consider that:

- Positive partnerships and relationships are core currency and are key to overcoming inevitable conflict.
- People with good experiences in collaboration will collaborate.
- Structure, shared vision and an agenda with clear expectations will, over time, result in evolution. It is about being part of the process and present in that process.
- Organisational autonomy and respecting that everyone's perspective is important is key
- Reinforcing respect with gratitude also grows goodwill and drives outcomes.
- The mutual benefits of collective impact continue to deepen over time.
- In a crime prevention approach, the involvement of law enforcement is essential.
- Relationships between organisations and individuals will continue to deepen over time but the early involvement of the community is critical.

Collective Impact: A New State of Being?

Participants were asked to reflect on the panel contributions and also to explore their own perceptions of a backbone organisation. In the group discussion, participants also returned to the question from earlier workshops: what kind of law enforcement and public health issues or approaches could pilot a collective impact initiative that acknowledges the intersection between indicators of crime and determinants of health? During the workshop, participants agreed a backbone organisation did not have to be a particular organisation; it could be a network or framework that enabled collaboration.

Building on the idea that better health contributes to less crime and vice versa, participants discussed crime as a health issue, particularly in relation to illicit drug use. It was acknowledged that there are intersecting challenges for people experiencing drug and alcohol addiction that aren't adequately addressed by the criminal justice system such as communication challenges, homelessness, mental health and physical health issues.

Participants also discussed using collective impact to approach drugs as a health issue, suggesting that system redesign allowing the decriminalisation of illicit drugs, prevention and integrated 24/7 care could be one way to reduce crime and improve health outcomes. There was strong support for a 'no wrong door' approach and more therapeutic and restorative approaches to addiction, violence, homelessness and mental health. Discussions about a kind, rights-based, trauma informed and culturally appropriate response also continued through this workshop.

There was discussion around how collective impact could be used in LEPH to create a new state of being for Tasmania – a state that is 'safe, caring and inclusive'. As well as criminal justice reforms, participants suggested that a Human Rights Charter could be a legislative backbone for collective impact approaches. Other participants suggested that the University of Tasmania is already acting as a backbone organisation – supporting and enabling the workshop series, driving research in LEPH and educating the next generation of law enforcement and public health professionals to work collaboratively.

To continue this conversation, participants are invited to be part of the next workshop focused on education for law enforcement and public health officers on "Knowledge Exchanges - constructing a level playing field through education" on Monday 5 November 2018 from 12pm – 4.30pm in the Alan Bray Room at the University Club, Dobson Rd, University of Tasmania, Sandy Bay campus.

For further information about the TILES LEPH Collective Impact Workshop Series please visit - <http://www.utas.edu.au/tiles/research/research-streams/law-enforcement-and-public-health> or email leph.tiles@utas.edu.au.

References

Bartkowiak-Théron, I, Campbell D, Julian, R and Hughes, C, 'Law Enforcement and Public Health Issues Paper' November 2017 at http://www.utas.edu.au/__data/assets/pdf_file/0006/1047453/LEPH-Issues-Paper-2017-Final.pdf.

Collaboration for Impact, (2017) available at <http://www.collaborationforimpact.com/collective-impact/> accessed September 2018.

Edmonton Chamber of Voluntary Organisations (2016), "Edmonton's out of school time collaborative: Collective Impact in action", <https://ecvo.ca/wordpress/wp-content/uploads/2016/04/OST- March2016-final.pdf>.

Kania, J. and Kramer, M. (2011), "Collective Impact", *Stanford Social Innovation Review*, 9 (1).

Web References

<https://26ten.tas.gov.au/resources/Documents/26TEN-Tasmania-strategy-for-adult-literacy-and-numeracy-2016-2025.pdf>

<https://reachedmonton.ca/public> and also the <https://issuu.com/reachedmonton/docs/2009-reach-report>.

<https://www.youtube.com/watch?v=waLvpGWRItE>

<https://www.youtube.com/watch?v=TMLXAa9C4v0>

<https://www.youtube.com/watch?v=VRbaVj3a7WA>

[http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/4228.0Main%20Features22006%20\(Reissue\)?opendocument](http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/4228.0Main%20Features22006%20(Reissue)?opendocument)

<https://www.facebook.com/worldeconomicforum/videos/1856205854434208/>

<https://www.youtube.com/watch?v=WwqtWvcuRBk>

<https://www.youtube.com/watch?v=yEh3JG74C6s>

Endnotes

¹ Bartkowiak-Théron, I, Campbell D, Julian, R and Hughes, C, 'Law Enforcement and Public Health Issues Paper' November 2017 at http://www.utas.edu.au/__data/assets/pdf_file/0006/1047453/LEPH-Issues-Paper-2017-Final.pdf.

² Julian R, Bartkowiak-Theron I, Hallam J, Hughes C, 'Exploring law enforcement and public health as a collective impact initiative: lessons learned from Tasmania as a case study', *Journal of Criminological Research, Policy and Practice*, 3, (2) ISSN 2056-3841 (2017).

³ Based on 2006 ABS Data, figures indicate that almost half of the population in Tasmania lack the literacy skills needed for everyday life with at least 49% of Tasmanians lacking the literacy skills to read newspapers, books, magazines or brochures, see further <https://26ten.tas.gov.au/PublishingImages/Publications/Tasmanian-Adult-Literacy-Action-Plan.pdf> and further the Australian Bureau of Statistics (ABS) Adult Literacy and Life Skills Survey, Summary Results, Australia, 2006 (Reissue) available at [http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/4228.0Main%20Features22006%20\(Reissue\)?opendocument](http://www.abs.gov.au/ausstats/abs@.nsf/Previousproducts/4228.0Main%20Features22006%20(Reissue)?opendocument).

⁴ See further <http://www.collaborationforimpact.com/collective-impact/>.

⁵ Edmonton Chamber of Voluntary Organisations (2016), "Edmonton's out of school time collaborative: Collective Impact in action", available at: <https://ecvo.ca/wordpress/wp-content/uploads/2016/04/OST- March2016-final.pdf>.

⁶ (<http://www.collaborationforimpact.com/collective-impact/>).

⁷ As part of these introductory comments, Professor Julian drew examples of law enforcement and public health approaches in Scotland such as this example, <https://www.facebook.com/worldeconomicforum/videos/1856205854434208/> and noted other key commentators who are supporting these approaches include Sir Harry Burns, see further <https://www.youtube.com/watch?v=WwqtWvcuRBk> and also at <https://www.youtube.com/watch?v=yEh3JG74C6s>.

⁸ See further <https://26ten.tas.gov.au/resources/Documents/26TEN-Tasmania-strategy-for-adult-literacy-and-numeracy-2016-2025.pdf>.

⁹ See further <https://reachedmonton.ca/public> and also the <https://issuu.com/reachedmonton/docs/2009-reach-report>.

¹⁰ As well as the overview in the resources cited at Note 7, see further the following short video resources, The REACH Edmonton Story: <https://www.youtube.com/watch?v=waLvpGWRItE>, What We Do and Why It Matters: <https://www.youtube.com/watch?v=TMLXAa9C4v0> and REACH Impact: <https://www.youtube.com/watch?v=VRbaVj3a7WA>.