

Brief Report

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Law Enforcement and Public Health Workshop Series Report No. 1 – Showcasing Collective Impact

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"Dream Big. Start Upstream. Work Together"

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 Tasmanian community about using 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 in Tasmania.² The Collective Impact Workshop Series sought to transform research and discussions into action. The first workshop in the series, on which this report focuses, aimed to showcase examples of collective impact in law enforcement and public health, and was held at the University of Tasmania on 17 September 2018.



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

The workshop was attended by around 16 stakeholders and included guest speakers from Burnie Works, the South East Tasmanian Aboriginal Corporation and the University of Tasmania School of Medicine. Attendees shared their insights and experiences with collective impact approaches to policing, alcohol and other drug counselling, and rural and regional health services.

This summarises the intersecting themes discussed by panellists and participants, and seeds a deeper conversation about possible collective impact work, in the field, to improve safety and wellbeing across the state.

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".³ 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 studies⁴ 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.⁵

Collective Impact: Moving Communities from Survival to “Thrival”

Senior Constable Ian Edwards (Tasmania Police) opened the panel sharing insights from his involvement in Burnie Works – a collective impact framework designed to assist the Burnie community in addressing entrenched socio-economic issues following the closure of the pulp mill. The Burnie Works approach is underpinned by the idea that “many small people who in many small places do many small things that can alter the face of the world”⁶.

Snr Cst Edwards discussed the collective impact approach as a way to apply his day to day policing skills when he worked in the Early Intervention and Youth Action Unit to address the real causes of offending behaviour, particularly through early and informal interventions with young people. He said the approach allowed him to focus on prevention and relationship building and mirrored a story about working upstream⁷. The story was about people from a fishing village that were repeatedly being called out to drownings in the local river and despite their best efforts people continued to drown. It wasn't until someone decided to go upstream and looked at the causal reasons to find out how people got into the river in the first place, that had a greater impact in saving lives. Snr Cst Edwards said collective impact was effectively going upstream, allowing him to work with families, to inspire people in the community to ‘dream big’ about their future, to ‘play for life’ and to be part of the local enabling group which sets shared goals for the initiative.

Jocelyn McConnell (South East Tasmanian Aboriginal Corporation) then shared SETAC's *rullanih teggana*⁸ (strong heart) story as a collective impact-inspired approach to blur institutional boundaries, and allow for integrated care of Aboriginal Tasmanians in the south east of the state. *rullanih teggana* enables the place-based delivery of counselling services that are connected to country, spirit, ancestors, kinship and culture. The program is delivered by SETAC in partnership with Holyoake, Anglicare and the Cygnet Family Practice, and aims to provide a culturally inclusive recovery from alcohol and other drug (AOD) addiction, combining therapeutic and cultural approaches to healing with AOD counselling.

The importance of trauma informed practice is central to *rullanih teggana*, particularly in remote communities, as are trust and relationships in overcoming addiction in Aboriginal communities. To that end, the essence of the *rullanih teggana* approach is that connection becomes the opposite of addiction and Aboriginal Tasmanians receive integrated whole of person support under the scheme.

Following on the theme of public health service delivery in remote and rural communities, Dr Jennifer Ayton (University of Tasmania School of Medicine) provided some key insights and talked about the challenges faced by health care service providers and law enforcement officers in remote and isolated communities. One of these is that personnel living there are also community members, and just as likely to be victims, consumers, offenders and advocates themselves. The need for better information sharing, communication and relationships as the basis for a collective impact approach to public health and law enforcement in closely intertwined communities is paramount, as are intersectionality and population epidemiology. Alongside trust, data and timing are key foundations for collaboration and collective impact approaches.

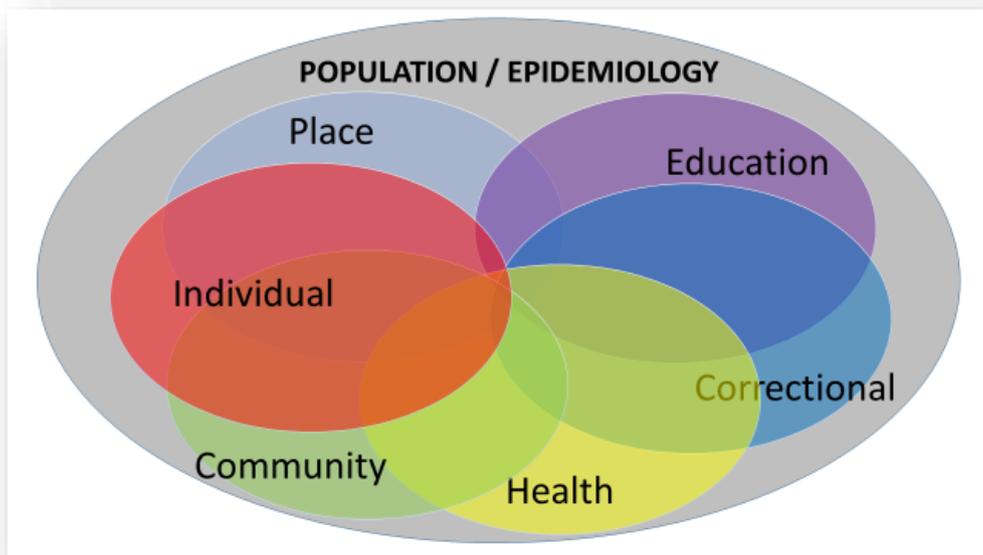


Figure 2 – Ayton, J (2018) Intersectionality of public health & education, Law enforcement and rural and remote community's needs.

Dreaming Big: Opportunities for Collective Impact Approaches in Tasmania

Following the panel session, participants shared their own different views on collective impact opportunities for Tasmania, how such an approach could work, for whom and in what areas. Participants focused on the preconditions for a successful collective impact approach, including trust, timing and data and emphasised the need for:

- An approach built on a human rights framework
- Strengths based community development
- A whole of government, community led approach
- A focus on prevention, early intervention and population health
- Building approaches aligned with the UN Sustainable Development Goals
- Measuring both the social and cultural determinants of health
- Changing the emphasis from outputs to valuing real time change indicators
- Using trauma informed approaches
- Investing in Place-based services and support
- Longer term resources – grants that extend beyond electoral cycles; and
- Co-designing approaches and bringing lived experience into policy and program development.

Participants also suggested that for collective impact approaches to succeed, they need the right leadership, to be genuinely connected to community and culture, supported by backbone organisations and based on lived experience.

Starting Upstream: Tackling Fear, Loneliness and Social Exclusion

"It takes the whole village to raise a child, but then the one that is not accepted by the village will stand back and relish the heat when he sets it on fire."

Participants discussed ongoing barriers to transforming population health and safety and all agreed that many intersecting factors lead to crime, disadvantage and ill-health. Some important factors are fear, loneliness and social exclusion. The challenge participants highlighted therefore, is how to tackle these 'upstream' issues of fear, loneliness and social exclusion using collective impact.

Next Steps: Co-Designing the Change we Want to See

Participants concluded that a collective impact approach to growing place-based early intervention models to improve mental health and prevent and address drug and alcohol addiction should be pursued.

As part of co-designing the approach, participants and stakeholders are invited to continue the conversation at the next workshop on 'Shared Measures of Collective Impact' on Monday 1 October 2018 from 9am to 1pm in Room 460, Hytten Hall, 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.
- Burnie Works Collective Impact Approach overview at <https://burnieworks.com.au/index.html> accessed September 2018.
- Collaboration for Impact, (2017) available at <http://www.collaborationforimpact.com/collective-impact/> accessed September 2018.
- Couper, D, 'Working Upstream – a Story' accessed at <https://improvingpolice.wordpress.com/2013/02/10/working-upstream-a-story/> accessed September 2018.
- 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>
- 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).
- Kania, J. and Kramer, M. (2011), "Collective Impact", *Stanford Social Innovation Review*, Vol. 9 No. 1, pp 36-41.
- Rullanih Teggana program information available at <https://healthconnecttas.org.au/rullanih-teggana-strong-heart-alcohol-and-other-drug-service-launch/> accessed September 2018.

Endnotes

¹ See further, 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 See further <http://www.collaborationforimpact.com/collective-impact/>.

⁴ 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>.

⁵ (<http://www.collaborationforimpact.com/collective-impact/>).

⁶ The anonymous quote from the Berlin Wall captures the essence of the Burnie Works Collective Impact approach see further <https://burnieworks.com.au/index.html> and see 'Making Burnie – A Tasmanian Story of Collective Impact' at <https://vimeo.com/145627102>.

⁷ See further Couper, D, 'Working Upstream – a Story' accessed at <https://improvingpolice.wordpress.com/2013/02/10/working-upstream-a-story/>.

⁸ Further information about *rullanih teggana* can be accessed through <https://healthconnecttas.org.au/rullanih-teggana-strong-heart-alcohol-and-other-drug-service-launch/>.