



**Australian Government**

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**Department of Families,  
Housing, Community Services  
and Indigenous Affairs**

# **Placed Based Income Management Communication and Stakeholder Engagement Strategy**

*Prepared for Welfare Payments Reform Branch by Communication and Media Branch*

*February 2012*

This strategy has been developed to work alongside the DHS income management strategy

## 1 Purpose

This communication strategy supports stakeholder engagement by the Welfare Payments Reform Branch and FaHCSIA state and territory offices in relation to the implementation of income management in the five trial sites (under Building Australia's Future Workforce) in the lead up to the commencement of the measure from 1 July 2012.

## 2 Background

In the 2011-12 Budget, the Australian Government committed \$117.5 million over five years to introduce income management and supporting Financial Management Program services to assist vulnerable individuals and families in five disadvantaged communities. These measures form part of the Government's new approach to tackling entrenched disadvantage in 10 selected locations, and are part of the *Building Australia's Future Workforce* (BAFW) package.

The five sites where income management will be implemented are:

- ▶ Bankstown, New South Wales
- ▶ Logan, Queensland
- ▶ Rockhampton, Queensland
- ▶ Playford, South Australia
- ▶ Greater Shepparton, Victoria.

The five income management sites were chosen based on an assessment of a number of factors such as unemployment, youth unemployment, skills gaps, the numbers of people relying on welfare payments as their primary source of income, and the length of time recipients have been receiving income support payments—this was based on data from a range of services, including from the Australian Bureau of Statistics and the Department of Education, Employment and Workplace Relations.

Income management in these sites will commence on 1 July 2012, as part of the place based measures trial in disadvantaged communities to support families and individuals to participate in education, training and work, as well as early childhood activities to give children the best start in life. Income management will apply to vulnerable families and individuals in these locations, including:

- ▶ people referred by state or territory **child protection** authorities – this will be done in cases where it will benefit the child, family or young person by reducing the likelihood of behaviours that contribute to risk and neglect
- ▶ people assessed by Centrelink Social Workers as being **vulnerable** to financial crisis – this could include people referred to a Centrelink Social Worker by state housing authorities because they are at risk of homelessness due to rental arrears
- ▶ people who **volunteer** for income management.

Under **vulnerable** and **voluntary** income management, 50 per cent of income support and family assistance payments are set aside for spending on priority goods and services, including housing costs, while up to 70 per cent of income support and family assistance payments are income managed under **child protection** income management.

People can spend their income managed funds in a number of ways, including through the BasicsCard, through direct payment to organisations for regular expenses, such as rent and utilities,

or via one-off payments to stores. All people on income management are eligible for a BasicsCard, which is a reusable, PIN protected card that enables the person to spend their income managed money at approved stores and business through the EFTPOS system. The Australian Department of Human Services (DHS) can also make payments via B-Pay, cheque, credit care, pay-anyone, direct debit etc.

Income management is already operating in metropolitan Perth, the Kimberley region and more recently in the Peel region in Western Australia, across the Northern Territory and in parts of Queensland. Results from the programs are outlined in **Section 3**.

The Western Australian and Northern Territory models of income management have informed the choice of measures used in place-based income management. However, the place-based approach is not an exact copy of either model. In the five new sites income management is part of a suite of measures being introduced to promote long-term economic participation in disadvantaged communities in Australia. The child protection and vulnerable measures are targeted to those most in need of tailored and intensive assistance that is provided under these measures. In addition the voluntary measure is offered in order to allow people the ability to self-determine the need for assistance with budgeting, whilst reducing the stigma, perceived or otherwise, for those participating in the compulsory measures.

DHS is responsible for the service delivery of income management including direct communication and engagement with families, individuals and businesses directly impacted. Throughout August and September 2011 DHS conducted community consultations, supported by FaHCSIA and DEEWR, to inform the local communities of the suite of measures being introduced as a part of the Better Futures Local Solutions, or Place-Based measures. State and local government representatives and community organisations were invited to these consultations. Much of the discussion was to ask why income management was coming to the five sites, and questions based on misunderstanding about how it is to be implemented and who it will effect. Merchant engagement sessions have also been held in the five income management LGA's to inform local businesses about how they can register to receive income management funds. FaHCSIA has attended these consultations to give an overview of the policy and respond to any policy questions. A summary of roles and responsibilities across DHS and FaHCSIA is at **Attachment A**.

Further information on income management can be found at [http://www.fahcsia.gov.au/sa/indigenous/progserv/ntresponse/about\\_response/welfare\\_reform\\_employment/Pages/income\\_management.aspx](http://www.fahcsia.gov.au/sa/indigenous/progserv/ntresponse/about_response/welfare_reform_employment/Pages/income_management.aspx)

### **3 Current or previous research to support income management**

In October 2010, an independent evaluation of income management in WA [was released](#). This evaluation found that the majority of people participating in the trial said that income management had improved their lives and those of their families, including:

- ▶ two-thirds of parents found that income management assisted them to budget and provide the essentials of life for their children
- ▶ Six in ten Child Protection Income Management (CPIM) and Voluntary Income Management (VIM) clients thought that income management had made their life better—34% of CPIM and 51% of VIM thought it had made their life a lot better and 28% of CPIM and 9% of VIM thought that it had made their life a bit better. More than 70 per cent of people on CPIM and 80 per cent

of people on VIM reported they were able to regularly save money and were less likely to run out of money to pay rent and bills.<sup>1</sup>

A further study is being undertaken by FaHCSIA to provide insight into some of the findings from the 2010 evaluation. The study will be conducted with people on CPIM in the Kimberley and Perth (WA). It will provide a comparison of the experience of children and families on income management alongside those not. The fieldwork is expected to be completed in September 2012.

An August 2009 evaluation, [Report on the Northern Territory Emergency Response Redesign Consultations](#), revealed the following benefits of income management:

- ▶ more money being spent on food, clothing and school-related expenses;
- ▶ assistance with saving for large purchases such as fridges and washing machines;
- ▶ less money being spent on alcohol, gambling, cigarettes and drugs;
- ▶ reduced levels of harassment for money; and
- ▶ improved capacity for household budgeting.

The most recent [Family Responsibilities Commission Quarterly Report](#) in Cape York, Queensland, shows that income management is a positive and helpful mechanism to assist people to manage their lives and look after their children for people in Cape York.

A comprehensive evaluation of income management in the Northern Territory is currently being conducted, with an initial progress report to be submitted to Government in the first quarter of 2012. The final outcome of the evaluation is due by December 2014. The Government has also funded a robust evaluation of place-based income management, to be completed by the end of the program in 2016-17.

#### 4 Previous communication activities

Communication activity around the introduction of income management in the five new sites has primarily been through the online information channels such as the FaHCSIA and DHS websites and through community-based forums. [Ministerial media releases](#) from Minister Macklin, particularly around the time of the Budget, have been issued announcing new approaches to address disadvantage in targeted communities through the implementation of income management into new locations.

High level fact sheets specific to each site were developed in August 2011 and distributed to community organisations and state government representatives. The [FaHCSIA website](#) was also updated in August 2011 with the most current information, including the fact sheets and frequently asked questions. This material is reviewed regularly.

Stakeholder engagement is an important part of introducing income management into a new location. Community consultations were held in each of the five locations, information on this can be found in **Section 2: Background**. FaHCSIA has also undertaken a number of meetings with community organisations, including national peaks such as Welfare Rights and ACOSS, as well as organisations active in the five locations, including the Arab Council, Benevolent Society etc.

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<sup>1</sup>Evaluation of the Child Protection Scheme of Income Management and Voluntary Income Management Measures in Western Australia (September 2010) ORIMA Research

## 5 Considerations

- ▶ DHS is the lead Commonwealth agency for the *Better Futures, Local Solutions* initiative (place-based measures). DHS has completed consultations in the five communities and merchant engagement sessions, which staff from the FaHCSIA policy area attended to answer policy-related questions. As such, DHS have primary responsibility for all communications activities relating to the Better Futures, Local Solutions measures (including community consultations).
- ▶ DHS is responsible for the service delivery of income management, and therefore all communications products for customers/clients. This strategy has been prepared to complement the work that DHS is undertaking and should be considered alongside the DHS communication strategy.
- ▶ DEEWR is responsible for the broader BAFW communication campaign. The direction of the campaign will continue to be monitored and considered throughout the implementation phase (2011/12 financial year).
- ▶ The October 2010 evaluation of income management has demonstrated the success of income management in helping the vulnerable and disadvantaged. This is an important part of communication with primary audiences.

## 6 Key issues

There are several key issues that will be addressed as part of this strategy.

- ▶ To date, the planned introduction of income management in Bankstown has been criticised in the media and a number of peak organisations have formed a coalition '[Say No to Government's Income Management: Not in Bankstown, not anywhere](#)'. This criticism has been based on misunderstandings and misinformation being circulated about income management due to a fundamental disagreement on what the policy stands for (a philosophical opposition to the policy) and questions of why their community has been chosen for income management. Members of the group and the Australian Greens have been disseminating incorrect information about income management and how it is to work to community members in the five communities. The department, in partnership with DHS, has regularly provided members of the group with factual information. However, some members of the community have resisted, maintaining that it is discriminatory in nature, targeting Indigenous and culturally and linguistically diverse members of the community. See **Attachment B** for further information on media coverage to date (Media Matrix) and **Attachment C** for the issues management strategy. This strategy will provide supporting materials for ongoing stakeholder and community engagement by FaHCSIA and media support for Minister Macklin.
- ▶ There are a number of misconceptions about income management and what the trial will achieve (eg in Bankstown this is a result of the above point), which has led to perceptions that:
  - income management will apply to all people on income support payments in the five communities
  - income management will stigmatise people in these communities
  - the BasicsCard will prevent migrant communities from accessing traditional foods at shops that don't have the means to accept the BasicsCard and
  - a perception that the Government is wasting money on administering income management, and that these funds could be better spent.

The results of the evaluation of income management and case studies will provide supporting evidence to counter the concerns raised by target audiences.

## **7 Strategic approach**

The intent of this strategy is to help FaHCSIA staff work with the target audiences to move through awareness to understanding and finally engagement in place-based income management in the five trial sites.

FaHCSIA has policy responsibility for income management including the five place-based sites (under BAFW). DHS has responsibility for the service delivery of the place-based measures, including income management and therefore communications activities targeted at customers/clients.

It is FaHCSIA's responsibility to develop and oversee the implementation of the policy, and to liaise with state governments and community/non-government agencies (as referrers to income management, and a role in servicing income managed clients). Engagement with national stakeholders, including national peak bodies is also led by FaHCSIA national office staff, with the assistance and support of state office staff, where possible.

Within this role, FaHCSIA national and state office staff require a detailed knowledge of income management and to have materials they can use to ensure factual and accurate information is available to these audiences.

FaHCSIA state office staff are responsible for community engagement at the local level and working closely with the DHS Zone Income Management Coordinators (ZIMCOs) and Government Action Leaders (GALs) in their state. This requires a detailed knowledge of income management and access to current information that address the queries being received. This approach provides for consistency of messaging and to address patterns of concerns. This information will be regularly updated and distributed by FaHCSIA national office staff (Welfare Payments Reform Branch with the Communication and Media Branch) and shared regularly. This approach relies on feedback and input from state office staff.

Fundamental to communication on income management is the need to clarify misunderstandings, such as the purpose of income management, why each of the five sites were chosen, information on who income management is intended for and in what circumstances, and details about the BasicsCard.

The [October 2010 evaluation of income management in WA](#) provides an evidence base to demonstrate the success it can have in assisting parents to budget and the positive impact this has had on their lives. This would be well supported by case studies to demonstrate it and reinforce the benefits of income management. The key messages (section 12) provide continuity of messages, particularly for use by the primary target audience.

The negativity in the community about income management has directly impacted on the success of large public forums where high emotions and protests have been a common occurrence, prohibiting facts and information being heard and restricting constructive discussions. Communication with key stakeholders to disseminate correct information is vital and face-to-face meetings enable information to be provided and to discuss concerns. For example, local reference groups and one-on-one meetings with stakeholders focusing on the local community. This would be well supported by fact sheets, case studies, FAQs on the website—providing facts and addressing myths.

## 8 Program aim and objective

Income management is part of the Australian Government's commitment to reforming the welfare system so that income support payments are spent in the best interests of children, families and individuals. Income management is a budgeting tool to help people meet ongoing needs for themselves and their family. It ensures that money is available for life's essentials such as food, clothing and housing, and to stabilise people's circumstances and ease immediate financial stress. In cases where children are at risk of neglect, it also makes sure that welfare payments are spent in the best interests of children. Income managed funds cannot be spent on excluded items such as tobacco, alcohol, gambling and pornography.

## 9 Communication aim

The aim of this communication strategy is to provide communication support for FaHCSIA staff to engage with target audiences on income management for the five trial sites leading up to the commencement date of 1 July 2012.

## 10 Communication objectives

- To improve understanding about how income management can help people who are vulnerable to financial crisis.
- To improve understanding of why income management will be implemented in the five new sites of Bankstown NSW, Logan and Rockhampton QLD, Playford SA and Greater Shepparton VIC.
- To raise awareness of the benefits of income management.
- To provide facts and access to information about income management, and the roles and responsibilities of the different Australian Government departments and agencies involved in income management.

## 11 Target audiences

### Primary (main focus of communications)

- In the five new Local Government Areas:
  - NSW, QLD, SA and VIC State Government departments including child protection authorities and housing authorities;
  - Financial Management Support (FMS) services;
  - Community and non-Government Organisations
- FaHCSIA staff in national office and state and territory offices in NSW, QLD, SA and VIC.

### Partners (people we work with to implement strategy)

- FaHCSIA STOs and Indigenous Coordination Centres (eg Rockhampton)
- Money Management Branch, FaHCSIA
- Family Support Program Branch, FaHCSIA
- Centrelink/Department of Human Services (DHS)
- Department of Education, Employment and Workplace Relations (DEEWR)
- BAFW and Place-Based Income Management Project Board
- NGO's that provide supporting services (Communities for Children / Financial Management Support Services etc.)

### Stakeholders (people with a vested interest in the communications)

- Minister Macklin (Families, Communities and Indigenous Affairs)
- Minister Carr (Human Services)

- Minister O'Connor (Housing and Homelessness)
- DHS
- DEEWR
- State Government Ministers for Child Protection and Housing
- Community/non-government organisations

### Special audiences

The communication needs of the above audiences that deal with people with disability, people from CALD and Indigenous Australians living in the LGA of the new sites will be considered in the communication.

**Note:** Individuals that will be subject to income management are not considered an audience for this strategy. The DHS communications activities will focus primarily on these individuals (customers/clients), and will complement this strategy.

## 12 Key messages

These messages will be adapted to suit each communication channel.

### Tier one (key messages important to reinforce with all audiences)

- Income management helps to protect children and vulnerable people by ensuring that income support payments are spent in the best interests of children, families and individuals.
- Income management can help people stabilise their lives and ease immediate financial stress, so they can care for their children, and join or return to the workforce.
- It ensures that money is available for life's essentials such as food, clothing and housing, and provides a tool to help people budget. It supports people to maintain control over their finances.
- Income management has been proven to help families. The October 2010 evaluation found two-thirds of parents found that income management assisted them to budget and provide the essentials for life for their children.
- From 1 July 2012, income management will apply to the following groups of people in the five locations:
  - people referred by state or territory **child protection** authorities – this will be done in cases where it will benefit the child, family or young person by reducing the likelihood of behaviours that contribute to risk and neglect
  - people assessed by Centrelink Social Workers as being **vulnerable** to financial crisis – this could include people referred to a Centrelink Social Worker by public housing authorities because they are at risk of homelessness due to rental arrears
  - people who **volunteer** for income management.
- Income management will operate in five locations from 1 July 2012, including Bankstown (NSW), Logan (QLD), Rockhampton (QLD), Playford (SA) and Greater Shepparton (VIC), as a part of the Australian Government's *Building Australia's Future Workforce* (BAFW) package.
- The five new locations have been selected based on an assessment of a number of factors such as unemployment, skills gaps, the numbers of people relying on welfare payments as their primary source of income and the length of time recipients have been receiving income support payments.
- Resources with more information on income management will continue to be updated on the [FaHCSIA website](#) or you can contact the Welfare Payments Reform Branch ([PBIM@FaHCSIA.gov.au](mailto:PBIM@FaHCSIA.gov.au)) for further information.

### Tier two (more detailed messages)

- ▶ Income management funds cannot be used to purchase alcohol, tobacco, pornography, gambling products, gambling services or gift cards.
- ▶ Income management, where compulsory, is applied on a case-by-case basis after a client's situation has undergone the assessments by the relevant state or commonwealth authorities delegate.
- ▶ The length of time a person is on income management will differ from individual to individual. Some people may take longer in reaching a level of financial capability; income management takes this into account.
- ▶ Financial management program services such as money management and financial counselling services are also available to individuals who wish to improve their budgeting and savings skills.
- ▶ Income management works best when supported by other services.
- ▶ Deloitte Access Economics is undertaking an independent evaluation of place-based income management in the five sites. The evaluation will comprise both outcome and process components.

### ***FaHCSIA State/Territory offices***

- ▶ Frequently asked questions will be updated and made available for your reference on the FaHCSIA website at [http://www.fahcsia.gov.au/sa/families/progserv/welfarereform/Pages/income\\_mgt\\_faq.aspx](http://www.fahcsia.gov.au/sa/families/progserv/welfarereform/Pages/income_mgt_faq.aspx)
- ▶ Updates to Frequently asked questions will be driven largely by your feedback as the questions you have and that you are receiving—please provide your feedback to Welfare Payments Reform Branch ([PBIM@FaHCSIA.gov.au](mailto:PBIM@FaHCSIA.gov.au)).

## **13 Proposed communication mix**

The following communication tactics will support the promotion of the strategy.

### ***Standard words***

Standard words based on the key messages, **Section 12** ensures consistency of message and can be provided to stakeholders in Government and NGOs for their use in the communications. It would also be reflected in all of the FaHCSIA communication materials and provided to DHS in fulfilling their role.

### ***Factsheets/information kit***

Factsheets have been developed for each of the five new sites. The fact sheets can be provided to FaHCSIA STOs, state governments, non-government organisations, and key peak bodies to provide information relevant to their specific location and the operation of income management. These are available on the [FaHCSIA website](#) and can form part of a kit (hardcopy) which may include other products containing information about individual measures to meet the specific requirements of each site.

Additional fact sheets will be created to provide information to NGOs about the role they can play in income management and how it might benefit their clients.

### ***FAQs / consultation follow up***

A series of Frequently Asked Questions (FAQs) documents will be developed and distributed to meet the needs of each of the audiences, particularly FaHCSIA State/Territory office staff. These will be based on feedback received from FaHCSIA State/Territory office staff and the information requirements of the state and territory governments and their agencies. These will also be published on the [FaHCSIA website](#). This information and the prepared responses will also be made available to

DHS for them to support their staff and to ensure that messaging is consistent and minimise double-up.

### ***Case studies***

Case studies will be developed to demonstrate what income management means for families and show what has been achieved already. This can be provided in fact sheets and as a video/DVD— hearing directly from those who have benefited from income management and incorporate messages from stakeholders. These will be made available to target audiences and available to download from the FaHCSIA website.

### ***Editorial***

Ministerial editorial provides the opportunity to distribute facts and dispel myths directly to members of the community through placement in stakeholder newsletters and placement with media outlets, as approved by the Minister's office.

### ***Website updates***

The FaHCSIA website will be updated to include all the latest factsheets, case studies, media releases and any new public information relating to income management, including the FAQs.

### ***Newsletter***

The current Money Matters newsletter developed by FaHCSIA and provided to Financial Management Program service providers and state government staff in Western Australia will be adapted to a national model and circulated to all relevant organisations and stakeholders in all locations where income management is operating. This newsletter is bimonthly, and provides up-to-date information about income management and FMP services, as well as good news stories, to relevant organisations. It has been operating successfully in WA since 2009. All relevant states offices will be required to provide input, as well as DHS. The first national newsletter will be first circulated implementation is complete, between and October 2012.

### ***Internal communication***

Fortnightly teleconferences to facilitate information sharing and feedback are being conducted with relevant FaHCSIA State/Territory offices leading up to and following implementation.

Progress on the implementation of income management will also be communicated to FaHCSIA staff via Staffnet and Finn's Focus, to support program milestones.

### ***External consultations***

Further consultations and work with the five LGAs is expected in 2012. This will be coordinated and undertaken by Welfare Payments Reforms Branch, (details to be provided as they become available). These consultations will be conducted in partnership with DHS and the relevant state governments. FaHCSIA state office staff will continue to engage regularly with stakeholders for each site, in partnership with local DHS staff. Feedback from the consultations will be regularly provided to communications staff to consider in preparing and updating communication materials.

**Note:** all communication activities will require close collaboration with DHS to ensure consistency of messaging and that there is no double-up of effort or potential for confusion with target audiences.

## 14 Media and issues management

### ***Proactive media***

FaHCSIA will provide support to Minister Macklin in relation to areas of policy, or announceables that Minister Macklin has agreed with Minister Carr. Otherwise Minister Carr has Ministerial responsibility for media to support the implementation of the place-based measures (under BAFW).

### ***Reactive media***

In support of Ministerial responsibilities, the FaHCSIA Communication and Media Branch will coordinate responses to journalist enquiries about income management as required. This will involve liaising with the Minister's Office, providing draft responses to Welfare Payments Reform Branch for approval, seeking Ministerial approval and providing cleared responses to journalists.

FaHCSIA STOs/ICCs should immediately contact the media team in the national office in regards to all media enquiries. Media protocols are available on the [FaHCSIA intranet](#).

### ***Media issues management***

The supporting media and issues management strategy (**Attachment C**) will continue to be updated leading up to and following implementation of income management from 1 July 2012.

## 15 Project management

The implementation of the strategy will be managed by FaHCSIA's Communication and Media Branch (CMB). CMB will work closely with the Welfare Payments Reform Branch in relation to all communication activities.

## 16 Timeline

Activity	Timing
Factsheets updated and available on the web	Ongoing (August 2011)
BAFW and Place-Based Income Management Project Board, involving DHS and FaHCSIA STOs	Monthly
Teleconferences with NSW, QLD, VIC and SA governments and state office income management staff	Fortnightly
FAQs prepared and distributed to NSW, QLD, VIC and SA state office income management staff (relevant details added to the FaHCSIA website)	Monthly from February 2012 (Updated regularly)
Media and issues management strategy and talking points	Ongoing
DHS / FaHCSIA / State joint training of Child Protection and Housing State Government Staff & DHS Staff	March - June 2012
Stakeholder consultations	Ongoing (ramped up from April 2012)
FaHCSIA Communication products printed and available for distribution	March 2012
Final round of community consultations – led by DHS, and would be in conjunction with other BAFW BFLS measures.	May / June 2012 (TBC)

## 17 Evaluation

Evaluation of this communication strategy will include tracking and analysis of:

- ▶ public opinion – gauged through ministerial correspondence and media coverage

- ▶ media coverage – which will be monitored to determine key message penetration, extent of coverage, tone, key voices in the debate, hot issues etc.
- ▶ traffic to the income management pages on the FaHCSIA website
- ▶ requests for / use of information products
- ▶ feedback from stakeholders
- ▶ use of FAQs
- ▶ feedback from the Minister's office in relation to reactive media.

***Roles and responsibilities by area***

<b>Area</b>	<b>Responsibility</b>	<b>Team names</b>
FaHCSIA business team (Welfare Payments Reform Branch)	Lead agency responsible for the policy, and working with state governments. Responsible for liaising with national peak bodies, and to a lesser extent service providers and non-government organisations in the five new sites about the introduction of income management.	Liz Hefren-Webb Eliza Strapp Kai Cantwell Jana Van Der Woude
FaHCSIA State Office Network	Responsible for liaising with local service providers, and non government organisations in the five sites to provide information about income management. Responsible for feeding local knowledge back to the national business team.	Andrew De Ambrosis (QLD) Clare Moynihan (NSW) Catherine Rosenbrock (Vic) Tristan Cox (SA)
FaHCSIA Communication and Media Branch	Responsible for providing media and issues management support for Ministers Macklin and McClelland and liaison with the media adviser; and communication support for the FaHCSIA business team (liaise with DHS media as required).	Sally Bower (account manager) Fiona Beirne (account team) Mel Martin (Media team)
Family Support Program Branch	Responsible for the Enhanced Communities for Children Facilitating Partners under BAFW. Will provide CfC information for use in income management fact sheets.	Janet Stodulka Vesna Ringuet Lia Steyn
Ministers Macklin and O'Connor	Minister Macklin will continue to have the first right of reply to journalist enquiries and media opportunities in relation to income management policy and intent, supported by Minister McClelland in relation to housing and homelessness matters	Responsible policy advisor: Max Jeganathan
Department of Human Services (DHS) business team	Responsible for service delivery of income management including direct communication and engagement with families,	Susan Cartwright Sherree Thorne Leigh Allison Tanya Lindsey

<b>Area</b>	<b>Responsibility</b>	<b>Team names</b>
	individuals and businesses who will be impacted by the introduction of income management.	
DHS Communications	Responsible for providing operational and service delivery media and issues management and liaison with the media adviser. Responsible for all communication support to the DHS business team (liaise with FaHCSIA media as required).	Petrina Cardin Li San Tham
Minister Carr	Lead minister responsible for communication around the entire place-based Better Futures Local Solutions Package; Minister Macklin's office will liaise with Minister O'Connor's office about reactive media.	

*Roles and responsibility by activity*

<b>Activity</b>	<b>FaHCSIA role</b>	<b>DHS role</b>	<b>State Govtrole</b>
Protests and demonstrations	Watching brief – Attendance not required as likely to have little benefit for great risk to staff and reputation.	Watching brief – Attendance not required as likely to have little benefit for great risk to staff and reputation.	Maintain awareness of activity and alert Commonwealth agencies of upcoming events.
National Peak Body Consultations	FaHCSIA National Office has the lead role in coordinating and facilitating consultations with peak bodies at a national level.	DHS National office to attend consultations to provide process and operational input.	State Governments to attend where required to provide operational and State specific information.
Local consultations	FaHCSIA State Office staff to work with GAL to attend any local forums and identify potential future forums to discuss income management.	GAL to take lead in coordination and organisation of local consultations and meetings with key stakeholders.	State Governments to attend if necessary to remain aware of the issues on the ground and provide state specific information.
Community Consultations	FaHCSIA to lead jointly with DHS and states (dependent on the BFLS strategy). Community Consultations to be scheduled closer to	FaHCSIA to lead jointly with DHS and states (dependent on the BFLS strategy). Community Consultations to be scheduled closer to	States to jointly lead sessions and present information at the Community Consultationstoprovide State processes in

	implementation (May/June) FaHCSIA to provide Policy information.	implementation (May/June) DHS to provide process and operational information.	relation to housing and child protection referrals and internal Policies.
Regular Teleconferences	FaHCSIA to lead fortnightly discussions surrounding implementation of Place-Based income management. Telecon's to involve FaHCSIA national and STO's, DHS National and Zones and State Govts.	DHS to attend to provide updates on implementation.	States to attend to provide updates on implementation, issues and risks.
Regular overarching risks and issues meetings	Monthly meetings to discuss issues, risks, mitigations and contingencies. FaHCSIA will keep the states informed of any risks that affect them, and the proposed mitigations.	DHS to attend risks and issues meeting to provide updates.	States to advise of any additional risks.
Creation of Customer/Client focused products	Clearance and input into content (Policy related) of both DHS and State Govt products only.	Creation of Customer focused products (including letters) about how IM measures operate, including how and why customers will be identified for income management.	Creation of any State specific products (including letters) focused on informing customers on the state's role in the measures (referrals etc.).
Community / NGO / State facing products	FaHCSIA is responsible for the creation of products to inform the wider community (including NGO's, and the State Govts) about income management.	DHS to provide input and clear process related information.	States to clear and provide input into state specific information.
State stakeholder consultations / VIM information	Provide Policy detail about Place-Based income management with particular focus on VIM. Schedule consultations in line with training for the states.	Provide VIM specific information including how the NGO's can best offer VIM to their clients.	Provide lists of Stakeholders to FaHCSIA. Participate in the delivery of the consultations to provide State specific information.