

Brunswick Uniting Church

Olive Way Progress Review

October 2018



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1. Executive Summary

Olive Way (OW) is a drop-in centre, operating in the premises of Brunswick Uniting Church (BUC). BUC established the service in 2007 which employs two part-time workers. An average of 45 people attend each day and approximately five volunteers are also involved each day.

BUC is committed to supporting the ministry of the OW and to ensure that it is *a place in which community and a sense of belonging can flourish for those who live in or visit Brunswick*. The role of OW is identified in the church's strategic plan.

BUC commissioned a full review of OW in 2015 and also commissioned this progress review in June 2018 through the church's Justice and Mission Group (JAM). This review has the following objective "to *evaluate the overall operation of the Olive Way and make recommendations for say the next 3-5 years. Include in the recommendations any desirable new directions and an indication of resources which may be needed.*"

The review was undertaken by a team involving OW guests (or end-users), staff, the convenor of the Olive Way Steering Group and a facilitator (who is also a member of BUC). The process was participatory, with all team members contributing to the review design process, identification of groups to be interviewed, design of conversation questions, development of other data collection processes as well as data analysis and development of conclusions and recommendations. This report is a summary of the process, the information obtained during the review, and a presentation of the findings and recommendations for the OWSG, JAM and the BUC Church Council.

The review identified five key conclusions. It notes that OW is well appreciated and experienced as a friendly and welcoming place, a response affirmed by guests, volunteers and staff. The food provided and the physical environment are also appreciated. However, there have been some incidences involving disruptive behaviour that have been noted by people interviewed in the review, and there is evidence of some intimidating behaviour which was noted as a concern by some women who come to the OW. These issues of concern have already been noted by staff and some steps taken in response.

The review identified nine recommendations, which focus on: broadening out the role of the drop-in centre so that it becomes a hub, or gateway for accessing and providing other services; continuing to monitor and respond to disruptive behaviour; and exploring ways in which guests could be more empowered to be more involved in the operation and possibly the governance of OW.

It is clear that OW is an important and well-loved service. It has developed and grown a great deal since its inception eleven years ago. Hopefully, this progress review identifies key areas in which OW can continue to grow and develop over the next few years and expand and better meet the needs of people who use and greatly appreciate the service.

2. Background

The Olive Way (OW) is a drop-in centre operating in the premises of the Brunswick Uniting Church (BUC). OW has been operating for approximately eleven years and is an initiative of the church which provides oversight through the Church Council, the Justice and Mission (JAM) Committee, and an Olive Way executive (comprising a church council representative, two BUC members, and the OW coordinator). There is also an extended OW Steering Group comprising the executive, as well as the OW chef, two guests¹ and a volunteer representative. Through the church, Olive Way employs two part-time workers, a Coordinator (19 hours/week) and Kitchen Coordinator (10 hours/week). The OW Coordinator's role has recently been revised and is now designated by the church as a lay pastor, to "reflect the ministry aspects of the position as well as the more complex skill sets required of the role".

The service operates on Tuesdays, Wednesdays and Thursdays. On Wednesdays, a cooked meal is provided, with guests and volunteers making a donation for the cost of the meal. On Tuesday and Thursdays, different snacks including fruit and toasted sandwiches are available. Coffee and tea are provided free on all three days.

There is a pool of twelve volunteers that are also involved in OW. In a two-week period in September there was an average of five volunteers attending each day, varying between three and six people in this period.

Numbers of guests are not recorded every day however, in a sample period of two weeks, there was an average of 45 people per day (varying between 27 and 72) with Thursday the most popular day. An average of 24 men (varying from 16 to 42) and 22 women (varying from 10 to 32) attended each day in this period.

OW has the following **vision**:

To create a place in which community and a sense of belonging can flourish for those who live in or visit Brunswick.

We do this by:

- *Promoting the values of inclusion, acceptance and respect.*
- *Hosting a place of hospitality and a listening ear.*

¹ There is some variation in how to "name" people who use the OW drop-in service, with names titles including participants, users and clients. This report seeks to use the term "guests" as a consistent title.

- *Working with other groups to create opportunities to engage people's interests, passions, in which participants may discover something about themselves.*
- *Revealing God's boundless love to all who come.*

BUC last commissioned a review of OW in November 2015, with key recommendations from this review included in Annex 1. These recommendations are provided as a point of reference, although the 2015 report was not actively referenced in the current review process. The Church Council noted in its Strategic Plan 2018 – 2021 that there would be another 5-year review in 2020 but that there would be a “review of progress” to take place in 2018. The Strategic Plan also notes OW as one of the church’s missional programs and activities that should continue, assuming the different programs and activities continue to “bear good fruit and other more pressing needs are not identified”.

The following report is a written summary of this review process, including basic purpose, guiding questions, review stages, findings and conclusions.

3. Review Process

This section outlines the review process, recognising that this review involved a slightly unusual and more participatory approach than traditional reviews and evaluations. The participatory approach had some clear advantages and strengths, but also some limitations which are outlined in Section 3.c below.

a) Methodology

The OW committee established a Task Group for the review and designated the following objective, *“To evaluate the overall operation of the Olive Way and make recommendations for say the next 3-5 years. Include in the recommendations any desirable new directions and an indication of resources which may be needed.”*

Dr Tim Budge, a member of the BUC congregation and a person with professional experience in research and evaluation in the for-purpose sector, was approached to facilitate the review. Together with the Task Group, it was agreed that the review would follow a participatory approach and that, as much as possible, the planning, implementation and analysis of the data arising from the review would involve guests who use the OW drop-in centre, as well as staff and committee members.

This approach aligns with basic principles of empowerment and a view that the knowledge from the review should be centred in the experience, views, and wisdom of primary users, or in other words “nothing about us, without us”. This approach also aligns with the guidance provided by social policy expert Sherry Arnstein, who argues that participation needs to involve a real transfer of power and control, otherwise participation is largely tokenistic and manipulative of service users. Although Arnstein developed her ideas in the 1960s, many social service providers struggle to follow her advice on community control (see Annex 2 for more on her ideas on Ladder of Citizen Participation). Following Arnstein, this review seeks to take seriously the idea that end-users of OW have the right to be involved in different aspects of the service, including the review process.

The following guiding principle were developed, as key to the Review:

- The focus will be on mutual and collective learning. People involved with the Olive Way should feel empowered by the process and recognise the expertise and knowledge which can they can offer. Everyone involved should feel confident to contribute, equal, valued and listened to.
- The review should be fun for everyone.
- The review requires the power of teams. The review team could include guests, Olive Way staff, and others with insight. Team members bring different, personal wisdom and insight. Collectively,

they offer synergy and perspective, analysis and recommendations which contribute to a stronger and better Olive Way.

- There will be a focus on Appreciative Inquiry (appreciating the strengths and what is working) as a starting point in the reviewing process. What is going well? How can it be improved? Start with successes not problems.



A review team was established, comprising guests, the OW Coordinator, a representative from the OWSG and the external facilitator. It was originally hoped that approximately 6 – 8 guests would be involved and different guests were approached to see if they would be interested. Equal gender representation proved difficult. Two women were interested and attended a review meeting and one undertook three conversations with other guests, however, neither stayed involved right through the entire process. Three men were initially interested and attended meetings, however, one man did not continue and seems to have stopped his involvement in OW. The other two men, the OW Coordinator and the OWSG representative (also both men) stayed involved right through.

This sequence of events highlights some of the practical difficulties of engaging and supporting strong participation in community-based evaluation processes, particularly when it involves people whose lives involve other demands, a measure of instability, and changing priorities. Nevertheless, the fantastic input from all people in the review team and the wisdom and insight they provided highlights the value and strength of the approach.

The Review Team were responsible for the following sequence of activities:

- An invitation to be involved and a basic induction to the review process (July 2018);
- Brainstorming and then collective agreement on the different groups to be consulted as part of the review process. This was originally anticipated to include representatives of other agencies, other BUC groups that link or could link with OW and greater categorisation of guests (long-termers, short-stayers and those who had stopped coming) but for the sake of timeliness, it was agreed to restrict the groups to guests, volunteers and staff;
- A brainstorming and refining of questions to ask each group (see Annex 6 for a list of questions asked for each group);
- Practising questions and then semi-regular follow-up on the interviewing process (July to September 2018). In keeping with the “citizen-control” aspect of the review, the guests were responsible for conducting all the interviews/conversations;
- Discussions on other data forms, including the map and the suggestion box as well as brainstorming ideas to make sure everyone who came into OW knew about the review and would feel comfortable and hopefully interested in participating;
- Collective analysis of all data and development of basic conclusions and recommendations (October 2018);
- Drafting of report by the facilitator, feedback on the report from team members and presentation of the report to OWSG and JAM (October-November 2018).

Nine guests, five volunteers and both staff completed conversations. There were two submissions to the suggestion box. Approximately 45 people marked their location on the map. See Annex 6 for more details.

Ideally, a larger number of suggestions would have been preferable as well as more guest conversations, nevertheless, the response is a reasonable outcome.

b) Basic questions to be answered

The Olive Way Executive and JAM committee established the following purpose of the review process, which was shared with the review team and which formed the basis for the analysis process at the conclusion of the review process:

- i. To review the overall operation of the Olive Way, noting its strengths and weaknesses*
- ii. To describe the Olive Way for the next 3-5 years*
- iii. To identify new directions which have strong support*
- iv. To indicate what resources will be needed*

There was an agreement that for the foreseeable future, the Olive Way will operate for 3 days per week and a change to this program would be unlikely.

These objectives from JAM form the basis of the findings, listed in Section 5 below, which examine each of the four points (i) to (iv).

c) Comments on the review process

A typical review process involves an external person or team, who develops up a questionnaire or set of questions and then interviews people. A survey may also be used to get respondents' scores or graded responses on different topics. Particularly if the review involves a survey, there might be a statistical analysis of the data, perhaps to quantify such areas as levels of satisfaction, or strength of agreement/disagreement.

The process for this review has been different, not because surveys or quantifiable data are not useful, but to highlight different types of information and sources of knowledge. It was also a deliberate attempt to give some guests more input into the review process. Such a process is not always straightforward and is not without its faults and problems, so some reflections about the process are as follows.

Firstly, there was a need for an openness to a different time scale, because the review was very dependent on the involvement of people with different priorities in their lives, who are not always available for a task such as the review. Nevertheless, the team members who saw through the entire process were incredibly committed and worked hard through the three to four months on the review. Their efforts are greatly appreciated.

The personal commitment and insight from team members also help refute a common argument that the people who use the services of a place like OW do not have the skills to undertake a review. In fact, as highlighted by the work here, they bring new insights and approaches which can be lost in other approaches. The review helps highlight that – based on the success of the review – there is scope for even greater participation, control and ownership within the operations of the OW. This would not necessarily be an option for all OW guests but is an important option for some. This idea is developed further in Section 6.c Recommendations.

The review was also a chance for all team members to develop new skills, particularly around planning review questions, interview techniques and analysis of results. These are important and complex skills and ideally, there should be other opportunities for further development of everyone's evaluation skills.

This approach to reviews also opens up the possibility that some areas or voices (particularly from minority or less visible groups) might get overlooked and other areas over-emphasised because of the particular perspective of some team members. It is also true that this criticism can be directed at more external and supposedly objective review processes. The possibility of over-looking some ideas, or a too narrow focus,

was actively tracked throughout the review process. The participation of different representatives also helped to reduce the risk of biased or unbalanced findings, with the involvement of an external facilitator, staff, OWSG representatives and guests.

Team members are confident that these issues were managed through the process. We also affirm the process and believe in the conclusions and recommendations coming from the review.

4. Findings

As part of the review process, the team read through and analysed all responses (2 staff, 5 volunteers and 9 guests). To focus the discussion and provide a base for responses to the Review Questions (Section 3 (b) above), the team recorded impressions on the following areas: important information appearing in the transcripts; surprising information in the transcripts; and important suggestions that need to be picked up by the Review.



Team members’ comments in these three areas were based on what they had read and reviewed in the different conversations. Hence the following dot points are summaries of recurrent comments and ideas which appeared in the notes from conversations from the different groups.²

a) What important information appears in the records of the conversations?

From the conversation notes:

Guests	Volunteers and staff:
<ul style="list-style-type: none"> • People think it is a welcoming place. • People are friendly • Very good impression. People were humble and nice. Seemed there were no drunks • To monitor and respond to predatory behaviour • Inviting space (flowers!) • Healing • Quiet • Sense of belonging (Discussion) • Food! • Nice space, arches, flowers, welcoming • Brings in together all aspects (programs of Uniting Church) • Some people (minority) are spoiling OW for others • Relaxed atmosphere • Great place for people who are lonely 	<ul style="list-style-type: none"> • Welcoming and inclusive • Support from staff • Feeling welcomed and supported • Volunteers enjoy being here • Sharing stories • Men’s Group, Women’s Group, Craft and Gardening • Referrals • Company – friendly people – same interests • OW should be open for extra hours • Lively – good energy – vibrant – familiar • Great place to meet amazing people • Stories that people share • Learning something about myself

b) What surprises you, based on what has been recorded from the conversations

From the conversation notes:

Guests	Volunteers and staff:
<ul style="list-style-type: none"> • Lunch is offered the same day as Salvos, it should be on a different day 	<ul style="list-style-type: none"> • Volunteers experience a sense of belonging

² Some points appear in more than one table (for example in what’s important and in suggestions) to reflect the relevance of these comments to both contexts, regardless of where they were first recorded.

<ul style="list-style-type: none"> • The 10 year anniversary was a highlight • Christmas lunch was a highlight • People appreciated piano/music lessons – should there be more? • By getting qualified counsellor at OW to reduce tensions • OW opening on a Monday or a Friday • Lack of mission statement (or needs to be promoted) 	<ul style="list-style-type: none"> • People want OW to become a Learning Centre • “Makes me feel happy” • Another day (Monday) would be nice • Include another day • Doesn’t need big money to improve • The church’s role is appreciated • Women don’t feel safe
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c) What suggestions are noteworthy for the Review

From the conversation notes:

<p>Guests:</p> <ul style="list-style-type: none"> • International dancing, Greek, African, folk dancing. Teach dancing • Expressions of the soul/singing • Bring in together all aspects (programs of Uniting Church) • Bus trips • Professional counselling • Wi-Fi • Notice board to present clear information • Group presentations and discussion • Events to look forward to • Exercise and meditation • Contact register • Responding (better) to negative/destructive behaviour well • Bible study/prayer (“The priest can talk to the people”) • Review and highlight “code of conduct” notice • Change lunch day • Better food servery (better access) 	<p>Volunteers and staff:</p> <ul style="list-style-type: none"> • Men’s Group, Women’s Group, Craft and Gardening • Referrals • Philosophy or gardening groups • Training for volunteers in managing behaviours • Trivia mornings • Activities that can be done as a group =- with staff, guests and volunteers and others • Food preparation skills training • Links with ASWC and other groups • Movement and dance • Inside and outside activities • Indoor bowls • Training centre for migrants • Attracting people who would contribute to OW • Communication with Salvos • Support from the church • Program/activities that support self-learning • Promote OW (eg Leader newspaper) • Flexibility of volunteer roles and jobs
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5. Responding to the Review Questions

As well as recording their impressions on important information, surprises and suggestions, the team discussed the four objectives originally proposed by the OW team. The questions and responses are:

a) To review the overall operation of the Olive Way, noting its strengths and weaknesses

Comments from review team members:

<p>Strengths:</p> <ul style="list-style-type: none"> • The staff and volunteers • Location and the facilities • Accessibility • The food • It is a welcoming and friendly place • Support to the volunteers from staff • Support from the church 	<p>Weaknesses/Areas for improvement</p> <ul style="list-style-type: none"> • The Arts and Writing groups are not understood or integrated • There are some disruptive behaviours which need better processes • Some women and some men don’t feel safe • The role of women volunteers in supporting/challenging behaviour could be developed • There is some awkwardness about how to challenge/deal with this behaviour • Links with other services on BUC property (eg ASWC) is not clear • Connections to the Salvos and other local services could be clearer
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<ul style="list-style-type: none"> • Generally, the way it operates 	<ul style="list-style-type: none"> • The vision/mission statement is not visible enough
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Summary:

The review team noted the strong, recurrent theme from conversations about OW being a welcoming, friendly place. Comments recorded in conversations suggest a genuine, strong appreciation for the place of OW, particularly around physical benefits (food) and an amenable environment (friendly but also physically attractive and accessible). These comments are an affirmation of OW’s purpose, particularly to *promote values of inclusion, acceptance and respect, and to hosting a place of hospitality and a listening ear.*

Areas for improvement focus on responding to some disruptive behaviours which some guests (particularly but not exclusively women) are finding challenging. Connections, both within programs operating on the premises, other BUC programs, and in other services in the wider neighbourhood could also be improved. This last point was also a finding and conclusion in the 2015 review (see Annex 1).

b) To describe the Olive Way for the next 3-5 years

Comments from review team members:

- OW could be a hub providing a variety of activities, such as gardening, games and different training opportunities, a place for both learning and giving back
- From core groups and seek greater commitment from (some) guests
- OW would be a place where unhelpful behaviours are challenged
- A place of pastoral support, in which the support involves staff, volunteers and involved guests
- There is a need to revise the vision

Summary:

The comments here and those listed below in Section 5.c have some overlap. Key themes relate to a broadening out of activities from OW, which also relate to a different model of operation (as a hub). Pastoral support noted here was also identified in the 2015 Review, see Recommendation 9 in Annex 1. The need to respond to unhelpful or disruptive behaviours was reiterated here too.

c) To identify new directions which have strong support

Comments from review team members:

- Gardening
- Coordination with Salvos, including regular sit-down/coordination meetings to ensure complementarity and mutual commitment
- Training for volunteers and staff
- Group projects
- Cooking and food preparation classes
- Self-reflection and meditation groups
- Guest speakers
- Wi-Fi
- Investigate a different day to provide lunch, so that it doesn’t clash with the Salvos
- Greater behaviour management and control of disruptive elements
- Referral process and other social work support services

Summary

Comments here build on the idea of OW as a hub which offers some services and links guests into other services and support. Ideas for services focus on practical activities (gardening, cooking), although there was also a recognition that these ideas would require further investigation and perhaps piloting. One team member noted that some of the ideas (for example cooking) had been previously tried and were not so well attended, particularly if offered every week or for longer periods of time.



6. Conclusions and recommendations

This section brings together the various comments and findings from the review, including conversations, ideas and other casual interactions over the three-month period of the review. The intention is to provide a coherent set of conclusions and recommendations for different individuals and groups involved in OW, including staff, the OW governance groups, JAM and Church Council.

a) Team member comments

The team developed up some summary dot-points as comments and recommendations. These are listed below but more fully outlined in sections 6.b and 6.c below.

Team members' comments and recommendations

- More involvement of the congregation (most volunteers now are from outside the church). There is scope for 2-way invitations, OW guests to be invited to church and BUC people to come to OW.
- OW and other people's place/comfort in the church reflected by where they sit. OW and asylum seekers and others sit up the back, on the periphery of the church/congregation
- Develop up a contact list, for those interested, so they can be followed up as required
- More of a pastoral support role in the writing group and Sydney Road Opera Company (SROC).

These comments, as well as other comments from the conversations (see Annex 6) are developed further in the following sections.

b) Conclusions

This progress review notes the following conclusions about the Olive Way service and are recorded here for the OWSG, JAM, Church Council and other readers.

- 1. OW is a supportive and welcoming place.** People who come are greeted by friendly faces and are made to feel at-home. There was a strength and consistency in which this type of message was presented in the review and all those associated with OW should take heart in how a sense of welcome is felt by guests. There was also a reasonable consistency about the physical environment, with the arches and flowers being particularly commented on. Providing a place of welcome and warmth and a physically pleasant environment is an important step in helping people to feel relaxed and to want to return regularly and possibly to get further involved. OW is apparently smaller than other venues which was noted by one person as contributing to a good environment.
- 2. There is good cohesion between staff, volunteers and guests.** Related to the sense of OW being a welcoming and hospitable place, the review noted the quality of relationships which underpin this good atmosphere. Not only do guests feel welcome, volunteers feel supported by staff, and staff noted that OW is a relaxed, friendly place. In summary, the people involved in keeping OW operational generally see their role as positive, supported and well linked to other roles.

- 3. There is some disruptive behaviour which is off-putting for some guests (and others).** Although OW is generally running well, the review elicited comments about disruptive behaviours, noting that this area was already on the radar for OW staff. Some actions have taken place, including promotion and enforcing of a code of conduct and more direct interaction with disruptive individuals, yet the review conversations identified that more is needed to be done. At least one volunteer also noted that s/he had felt threatened and/or encountered rudeness and aggressive behaviour but felt good support was provided by staff. Disruptive behaviours identified included swearing, pushing-in, and some predatory behaviours (see next point). There was a general sense that these behaviours could be tackled: through training; more specific interventions; and perhaps involvement of key services such as counselling.
- 4. There are some safety concerns for women.** At the time of the review, some issues of safety, threat and discomfort for women and some possible predatory behaviours³ came to light. These issues were not identified directly through review conversations, but a number of female guests indicated their concerns to volunteers and staff when they became aware that the review was taking place. It is possible that some women are no longer attending because of this type of behaviour. It seemed that the review provided the context to safely raise these issues. As noted in Recommendations below, these concerns need to be closely monitored and responses developed.
- 5. The church's role and its spiritual connection was appreciated.** Support from BUC seems appropriate and appreciated, although there were some suggestions that links between OW and the church could be strengthened and improved (see Recommendations in Section 6.c below). Some respondents were interested in more church-related activities at OW, including meditation groups and counselling. Other people were keen to let guests know more about church services and other BUC programs and encourage them to get involved in these opportunities. Generally, people were well aware of the church's role in establishing and operating OW. As one person commented, "It's wonderful how much they give".

It was interesting to hear some people's reflections on where OW guests and other visitors sit when they come to church. In contrast to BUC members who feel comfortable and "at home" in the pews and closer to the front, a number of people actively choose to sit at the back, more on the periphery of the service and the church. This may be a reflection on their sense of belonging or place, that despite being welcomed by others, there may be more that the church needs to do to help all visitors (including OW guests) feel that they are welcome and feel comfortable about being physically closer to the centre of church activities.

c) Recommendations

The following recommendations are offered on the basis of the input from the review team and the team's analysis of comments arising from guests, volunteers and staff.

- 1. Develop Olive Way as a hub.** OW should develop a broader view of how it operates, to encompass new services without losing its role as a basic place of welcome. This approach would allow guests to continue to use the basic OW services (drop-in, food, place of welcome) but also provide some other personal and social support services and activities involving staff and volunteers. OW could also operate more actively as an gateway for guests to learn about, be referred to, and access services from other key organisations (eg health, housing, legal). This recommendation necessarily involves a great deal more discussion, review and planning in order to be pursued and implemented effectively. The

³ There were also one or two men that felt some women were flirtatious and felt uncomfortable as a result.

OWSG may wish to visit and review other drop-in services, churches and hubs to get a better sense of the options and opportunities around this recommendation.

Rationale: OW is very well appreciated by guests but perhaps could be doing more. There was a general strong interest in more services and activities, including referrals, social work support, as well as more practical and recreational activities such as gardening, cooking, dancing. These need to be further investigated, tested and piloted and coordinated with other local service providers to avoid duplication and to learn from the successes and experiences of other agencies.

2. Review Wednesday as the designated day for lunch, possibly collaborating with Salvos on designated days.

Rationale: People appreciate the food provided at OW. However, the Salvos offer lunch on Monday, Wednesday and Friday⁴, so a change to Tuesday or Thursday may work well in avoiding a clash and providing a consistent service throughout the week. Worth noting is that the Food Relief page on the Moreland Council [website](#) lists OW providing lunch on Tuesdays, Wednesdays and Thursdays, perhaps indicating a need to contact the Council and make sure the information is updated.

3. Develop stronger links and better communications with other local services.

Rationale: This recommendation was touched on in some of the recommendations in the 2015 Review (Annex 6). The development of stronger links will assist the proposed implementation of a hub-model, providing more information on services which guests can access, and also help staff and volunteers at those services know more about the work of OW.

4. Develop the pastoral support available to guests. The OWSG should work with Peter Blair to identify explore the pastoral support which guests are seeking and to think through how this support could be developed, without creating a huge workload for Peter or others. There is also the potential for volunteers, BUC members and some guests to play an active role in offering personal and pastoral support to other people who come to OW. Particularly given the nature of the other recommendations (for example OW as a hub), workloads for Peter and others will need to be carefully managed.

Rationale: The role of OW Coordinator as a pastor has been recognised in the recent re-classification of Peter's position. Pastoral support and counselling was noted a number of times in the review and there seems to be a strongly recognised and requested need for these services. It may be possible for some BUC members to be involved in providing the support, noting that some of this is already happening informally, however, there may be opportunities to increase the communication about pastoral support and counselling being available at or through OW.

5. More involvement/linkages with the church and other services. Developing on from Recommendation 4, it is possible to better promote and support OW guests to access other services at BUC, including Arts Stop, SROC and the Asylum Seekers Welcome Centre (ASWC). Conversely, there need to be regular presentations to the congregation (and the other groups mentioned above) to remind people of the important ministry at OW and to encourage church folk to attend and meet people. It may also be possible to encourage church people to be more involved as volunteers at OW.

Rationale: The church's role is genuinely appreciated and the hospitality of OW and the friendliness of people involved (including members and the BUC Minister of the Word) has probably helped some OW guest to be a little more involved in the church. However, there is scope to make sure guests feel welcome to Sunday services and other church activities. Although the 2015 review identified a high involvement of BUC congregational members in OW, this involvement was not explored in the current review. There may

⁴ According to <https://www.moreland.vic.gov.au/community-care/advocacy-services/housing-and-employment/food-relief/>.

be scope for people who have started coming to BUC more recently, or whose work commitments have changed, to get more involved in OW in the future.

- 6. Better tracking of guests (with consent).** As also noted in the 2015 Review, there is scope for better tracking of guests. This could include more consistent recording of numbers (or even undertaking a count every day in the week once every 3 months), but also offering guests the chance to write down their details for follow-up. Some type of visitor's book or attendance card could be trialled.

Rationale: There should be no compulsion about a guest book or other register. However, it would assist greater pastoral care, administrative and logistical support and may be an effective way of following up people who stop attending.

- 7. Provide structured support opportunities for volunteers.** The possibility of further training was noted by many people in the review. Given the issues facing OW and the workload facing the staff, there may be great opportunities to make better use of volunteers in supporting guests, dealing with disruptive behaviours and strengthening the impact of the service. Training opportunities would also contribute to people's skills and confidence and may help to equip them for employment opportunities elsewhere. Training could include: dealing with conflict and disruptive behaviours; simple relaxation practices; reflective listening skills and other topics identified by volunteers themselves. The OWSG should identify a specific budget allocation for this training.

- 8. Tackle and monitor disruptive behaviour.** Noting that there have already been some actions in response, this issue needs careful management and monitoring. It may be useful to record the number of incidences as well as providing an anonymous, simple reporting mechanism so that people (guests and volunteers) can feel comfortable in reporting any behaviour which is not in keeping with the code of conduct or making others feel uncomfortable. Staff and volunteers also need support to make sure they have the skills to manage behaviours and can get immediate support when needed. This area needs to be a significant, on-going topic of discussion and monitoring for the OWSG. The OW coordinator should liaise closely with other service providers (for example Salvos) since these issues are probably being exhibited in other locations.

Rationale: It is important to note that disruptive behaviours do not seem to be out-of-hand and incidences of disruptive behaviour seem to be a relatively contained or minor concern. Nevertheless, the issue was consistently noted across the review. It was also noted (including a recommendation in response) as an issue in the 2015 Review, suggesting that issues around behaviour are a chronic problem for some of the people who come to services such as OW. However, it is important that negative behaviours don't become acceptable and it is also important that everyone who comes to OW feels safe, valued and comfortable.

- 9. Strengthen opportunities for guests' ownership/control.** There is scope to invite guests to become more involved in various aspects of the operations and management of OW. Opportunities could include: official volunteer status and volunteer training opportunities; further participation in the OWSG and executive; the chance to be responsible for activities; and liaising with other service providers. The OWSG might also want to think through the structure and roles of the WG as against the Executive. Is there a need for both? How can any/all governance structures fully include the participation and ownership of guests? How can issues of confidentiality be dealt with by staff or some form of pastoral care support structure so that these do not act as a deterrence to the involvement of end-users in governance structures?

Rationale: Clearly, greater involvement may not be of interest to some guests, and some guests may need to be excluded from these opportunities (for example if they have been disruptive). However, providing greater opportunities for guests' involvement, participation and ownership of aspects of OW's operations and management would contribute to empowerment, confidence and skills development, and would provide an important model of involvement for all guests (including those who have been disruptive).

There may be some issues around confidentiality that might restrict some people from being involved in some aspects of the steering group, however, these can be minimised by the way meetings are operated and ensuring that there is a focus on issues and processes rather than specific personalities.

There may be other areas of action arising from the review. Some of these have been identified in passing, during the course of the review and can be implemented as a matter of course by the OW coordinator. There may be other actions which the OWSG or JAM might want to implement in response to the conclusions and recommendations.

In summary, OW continues to be an important mission of BUC. It is well appreciated by its users as a place of welcome with good food and friendly faces. OW has the opportunity to grow, not only in the range of services it provides, but in the nature of its role and the way it can link guests into other key services and supports. It also has the opportunity to allow greater involvement and ownership from guests as part of a commitment to genuine empowerment. If these general directions are pursued, it will be an interesting and important time for the development of OW and its work in the community.

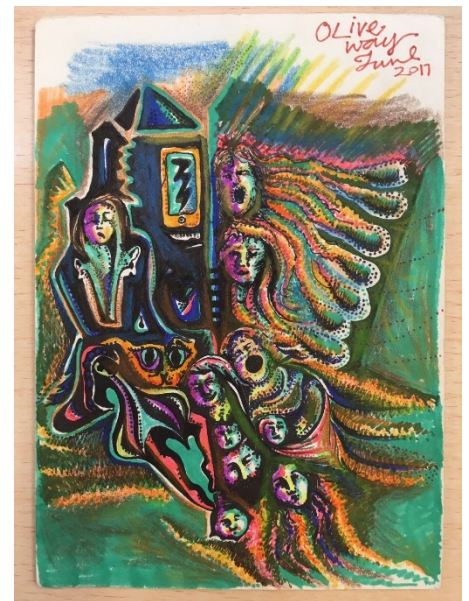
7. Acknowledgements and contact details

This report was written by Tim Budge, based on input from the review team. The draft report was shared with all team members before presentation to the OWSG, the JAM Committee and the BUC Church Council. The report is a collective effort and the efforts, hard work, commitment and insight of all review team members is greatly appreciated. It would not be possible without their collaboration and thoughtfulness. The Review Team members are:

- Alex Phillips
- Gus Argote
- Peter Blair
- Richard Arnold
- Tim Budge

For further information please contact:

Olive Way: Peter Blair (peteblair75@gmail.com)	This report: Tim Budge (budget@tribalstrategies.com.au)
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Annex 1: Recommendations from 2015

The following recommendations were developed in the OW Review in 2015. These are provided as a point of comparison for the current review process, noting that the 2015 Review was not actively referenced as part of the current review process.

Note that these have been re-numbered from the original report for ease of reference in this document.

Recommendations from participants (page 9 of report)

1. It is recommended that if The Olive Way is to broaden its service, that increasing the catchment could be achieved by making more links with community services (both government and non-government) and to strengthen its profile through advertising. E.g. Merri Community Health and NEAMI (mental health referral service, Brunswick)
2. There are documents about safety regarding The Olive Way written by church safety officer. It is recommended that these plans are known to all staff and volunteers of The Olive Way. Participants need to know of emergency safety plans in cases of managing distress or emergency. This should be ongoing and regularly visited with all individuals especially newcomers.
3. Informal conversations with participants can assist in regularly reminding participants of positive aspects of friendship, self care and managing boundaries. Reference to the safety aspects in working with vulnerable adults in The Uniting Church safety guidelines to be discussed and implemented as appropriate.
4. To strengthen the resources to refer people onto counsellors in local area (if required and in consultation with participant) and to help make those connections.
5. It is recommended that this area be explored more thoroughly and a planned response to this interest. To be discussed in collaboration with members on the Church Council, Olive Way staff and volunteers and participants of the Olive Way.

Recommendations for Co-ordinator Role (page 17 of original report)

6. The role of coordinator is pivotal to the success of The Olive Way. This role needs to be reviewed and clarified and given supervision on a regular basis as part of that role.
7. Clear accountability as to whom The Olive Way coordinator reports to in regards time off for training, sick days and taking annual leave. Clarify system as to how this role is to be covered during those times.
8. The introduction of a day book to be initiated by the coordinator for volunteers to record events or incidences of the day eg participant upset, noticing absent participants, attendance numbers, who attended etc . This collection of data could be useful in funding applications in the future.
9. Develop pastoral care for participants eg phone call or visit if absence in the future.
10. The Olive Way coordinator can develop an ecumenical group comprising of workers/volunteers from other programs in Brunswick to meet occasionally. This network could provide support for each other and as a way of understanding and exchanging information about what programs each church community offers to the wider community of Brunswick. A first step could be visiting other services in the area including non church organisations such as Merri Community Health and NEAMI in Brunswick.
11. As part of The Olive Way coordinator's orientation, a meeting with the finance committee and a formal process for devising and operating The Olive Way budget is important. It could be helpful to establish a system whereby a budget item for the program costs is determined and allocated by the coordinator by way of a debit card which is in turn accounted for by way of regular Olive Way reports.
12. It is also recommended that staff overseeing community lunch have a separate budget to the coordinator's budget.

Recommendations for Direct Service Delivery (page 17 of original report)

13. Increase profile and knowledge of safety planning through training volunteers and disseminating clear information to participants about how to stay safe and calm and offering a clear emergency plan. This needs to be revisited on a regular basis. Visual cues and display posters would be useful here.
14. Safety training is essential and increasing volunteers' competence and confidence in this area.
15. First aid training identified as a priority; safety evacuation plans and drills to be made clear and overt; incident reporting to be part of best practices and system to be implemented by staff. Training in recognising early warning signs and managing challenging behaviours to be sourced from church community and from external trainers.
16. In cases when participants require more support such as specific counselling, referral to another service is important. Having a file on local services offering this at low cost or through Medicare should be kept, updated and used.
17. At least half of respondents would be open to more spiritual input and this is an area to continue further discussion. Recommendation of small sub committee or working party to develop this idea. Consult with Reverend Ian Ferguson as he has established good rapport with participants.
18. Increase drive for more volunteers to share the care but also to enable increase of congregation to interact with participants. A clear training program would assist this to empower and invigorate new members but also existing volunteers. Consider opening up opportunities for volunteer pool to be sourced from other congregations.
19. Maintain communication day book to facilitate planning.

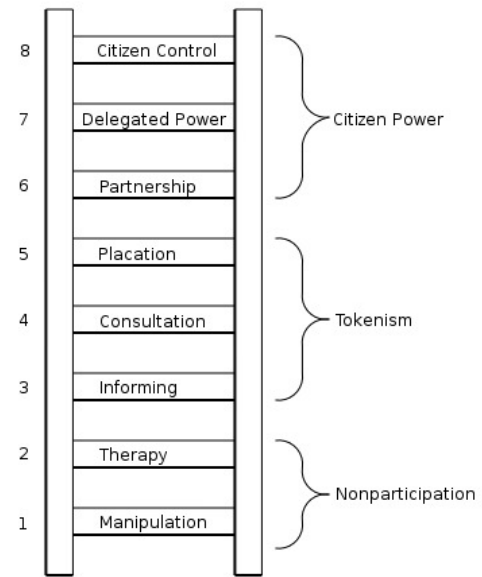
Recommendations for Management and Oversight (page 18 of original report)

20. Appoint a Steering Group (as a new sub-committee of Church Council) to oversee the operations of the Olive Way and manage its staff, providing both support and oversight/accountability.
21. The Steering Group should include people with the following skills/roles:
 - Someone on the Justice and Mission Committee
 - Someone on Finance Committee (not necessarily to attend every meeting, but to be available for orientation and liaison/assistance as needed)
 - Someone with specific knowledge of the Olive Way (but not a current volunteer)
 - Someone with experience in managing/supporting staff (potentially Church Council's Staff Support Officer)
22. The Steering Group (or some members of it) should meet roughly monthly with the Coordinator, and also offer support as needed for any other staff.
23. The Co-ordinator should report and be accountable to the Steering Group.
24. While its fundamental task is overseeing the Olive Way staff and operations, the Steering Group might also be asked to carry forward this report's recommendations around the future evolution of the Olive Way.

Annex 2: A Ladder of Participation

Here is a description of the 8 rungs of the ladder at www.partnerships.org.uk/part/arn.htm:

1. **Manipulation** and 2. **Therapy**. Both are non participative. The aim is to cure or educate the participants. The proposed plan is best and the job of participation is to achieve public support through public relations.
3. **Informing**. A most important first step to legitimate participation. But too frequently the emphasis is on a one way flow of information. No channel for feedback.
4. **Consultation**. Again a legitimate step attitude surveys, neighbourhood meetings and public enquiries. But Arnstein still feels this is just a window dressing ritual.
5. **Placation**. For example, co-option of hand-picked 'worthies' onto committees. It allows citizens to advise or plan ad infinitum but retains for power holders the right to judge the legitimacy or feasibility of the advice.
6. **Partnership**. Power is in fact redistributed through negotiation between citizens and power holders. Planning and decision-making responsibilities are shared e.g. through joint committees.
7. **Delegation**. Citizens holding a clear majority of seats on committees with delegated powers to make decisions. Public now has the power to assure accountability of the programme to them.
8. **Citizen Control**. Have-nots handle the entire job of planning, policy making and managing a programme e.g. neighbourhood corporation with no intermediaries between it and the source of funds.



For the original article, see Arnstein, S. R. (1969). A Ladder Of Citizen Participation. Journal of the American Institute of Planners, 35(4), 216–224.

(<http://www.participatorymethods.org/sites/participatorymethods.org/files/Arnstein%20ladder%201969.pdf>)

Annex 3: Outline of Process (June 2018)

Olive Way 3-Year Review Process 2018 (220618)

1. A Task Group will be led by Tim Budge and assisted by Richard Arnold
2. The purpose will be:
 - a) To review the overall operation of the Olive Way, noting its strengths and weaknesses
 - b) To describe the Olive Way for the next 3-5 years
 - c) To identify new directions which have strong support
 - d) To indicate what resources will be needed

Note: for the foreseeable future the Olive Way will operate for 3 days per week and a change to this program is unlikely

3. The Task Group will meet to plan the involvement of various people and issue invitations, in the period **1 to 8 July**. Richard will work with the Olive Way Coordinator to ensure people are invited and able to take part.
4. The Task Group will seek to “catch many of the voices” involved in the Olive Way. These may include
 - * Staff members
 - * Volunteers
 - * Participants
 - * Associated groups (eg BUC Arts)
 - * Members of the Olive Way Steering Group
 - * Selected members of the congregation
 - * Others as seen to be appropriate
5. The Task Group will plan for the discussions to take place during the period **1 to 17 August**. It is suggested that 3 groups be convened:
 - One for participants
 - One for staff and volunteers
 - One for any other interested people and the OWSG

After this the findings will be written up and a final report will be produced by 7 September

6. The Task Group will refer to any of the following reference documents (*Richard can help summarise if necessary*)
 - a) The 2015 Review
 - b) The Introduction to the Olive Way Volunteers Manual which has information about purpose and goals
 - c) Olive Way goals to Church Council from November 2017
 - d) Draft Olive Way Steering Group Manual for Members
 - e) Terms of Reference for OWSG chairperson from JAM in early 2017
 - f) New thoughts from the OWSG around the Vision for Olive Way
7. The Task Group will produce a concise report of findings and recommendations by 7 September 2018 (to be circulated to JAM members and then discussed at its meeting on 20 September)
8. JAM will then use this report to make recommendations to Church Council for its October meeting.

Annex 4: Strategic Plan 2017

The following Strategic Plan was developed by the OWSG and presented to the BUC Church Council. It outlines the key activities for OW for the next year (2018),

Olive Way Strategic Plan: (Developed November 2017)

ENHANCING OUR VOLUNTEERS

1. By April 2018 have a team of 12 well trained volunteers who can be rostered on to Olive Way duty through a monthly roster (training needs will be identified and training programs developed by February 2018)
2. By April 2018 have 6 volunteers who can go on an “on-call roster” at short notice to provide volunteer assistance if needed.
3. By April 2018 have 3 “Volunteer Leaders” who can step into leadership roles if required.
4. By April 2018 have all volunteers completing a (one-day) Mental Health First Aid course. Hold a follow-up course in September 2018
5. Investigate training in “active listening” for all volunteers who are “on the floor”, with the aim of providing training during 2018.

BUILDING PARTNERSHIPS TO FACILITATE “ENRICHMENT” ACTIVITIES

1. Consolidate relationships with Sydney Road Opera Company (SROC), BUC Arts, and Art Stop programs
2. During 2018, investigate other “enrichment” activities such as Music Tuition, Choir singing, “Spiritual” activities in the church.
3. Contact all church-based outreach activities in the Brunswick area with the aim of providing a more strategic and effect use of combined resources for those “on the edge” of our community. Begin meeting in the second half of 2018.

PROCEDURES, POLICIES AND PRACTICES TO ENHANCE WELL-BEING OF STAFF, VOLUNTEERS AND GUESTS

1. By June 2018 have an active Olive Way Steering Group (OWSG) Executive of 5 people meeting monthly.
2. By June 2018 have a Deputy Chairperson of OWSG who is prepared to take on the role of Chairperson in 2019
3. By June 2018 have an active OWSG of 10 participants meeting quarterly
Have all procedures and manuals updated by June 2018
4. Ensure policies and procedures are compliant with Uniting Church “Safe Church” guidelines.
5. Aim to publish 6 copies of the Olive Way Happenings during 2018, with significant input from guests (and so develop greater ownership of the program).

PROPERTY AND RESOURCING MATTERS

1. Complete renovations of the Olive Way kitchen by May 2018
2. Replace old pews in the hall with up to 50 chairs by April 2018
3. Investigate ways of procuring food used in the program at lower cost

Annex 5: Manual for Members of the OWSG

The following was prepared for guidance of committee members, staff, volunteers and others associated with the OW.

DRAFT

Manual for Members of the Olive Way Steering Group (OWSG) February version 2

1. Introduction and Purpose

This manual is for the use of the Olive Way Steering Group (OWSG). It discusses the purpose and mission of the Olive Way, the responsibilities of OWSG, and gives broad principles for decision making.

2. Mission of the Olive Way

The Olive Way has become a means of linking Brunswick Uniting Church with the community and is also a window on society for our congregation. It did not begin with any 'grand plan', but was a quiet calling to a congregation located in a bustling metropolis to engage with the people in its midst. The vision of the Olive Way is to build an inclusive, enriching community for all who participate.

The Olive Way does this by:

- *Offering hospitality and a listening ear*
- *Revealing the inclusive love of God to all people*
- *Engaging the community of Brunswick, particularly those 'at the edge' of the community*
- *Linking people to 'enrichment groups'*
- *Providing an opportunity for people to give expression to their spiritual needs*
- *Helping people to know and connect with the wider Brunswick community.*

Operational aspects of the Olive Way Project

The Olive Way operates from 10am to 1.30pm Tuesday, Wednesday and Thursday. The focus is 'an open house' which provides hospitality, listening, community information and enrichment activities. The church is also open for prayer and, if required, for sacramental purposes.

Olive Way is managed by the Coordinator who is present on Tuesday, Wednesday and Thursday, together with a Kitchen Coordinator and rostered volunteers. The Olive Way Coordinator is a key person in the whole operation of the Olive Way. On a daily basis this ministry involves mediating, listening, healing, enriching, and bringing people into community. It requires recruiting, training, supporting, and maintaining a special relationship with volunteers. It also requires strategic planning to incorporate activities into the Olive Way which complement its objectives.

Volunteers are a critical component of the Olive Way. They are invited to chat to participants, provide hospitality through food and cups of tea/coffee, spend time with them in the Church, assist them with information about access to other community services, and encourage them to participate in enrichment activities. The commitment of volunteers needs to be reliable.

Oversight of the Olive Way is provided by the Olive Way Steering Group, which also has an executive.

3. Membership of the OWSG

- The full Olive Way Steering Group consists of :
Chairperson, Deputy Chairperson, Representative from Finance Committee, Representative from JAM Committee, Olive Way Coordinator, Olive Way Kitchen Coordinator, a volunteer representative, a participant representative

- The Olive Way Steering Group Executive consists of :
Chairperson, Deputy Chairperson, Representative from Finance Committee,
Representative from JAM Committee, Olive Way Coordinator

4. Meeting protocols (frequency, agendas, notes, etc)

- The Executive meets monthly throughout the year.
- The full Olive Way Steering Group meets quarterly in March, June, September and December. *(Note from RA: the format of these meetings is still to be developed)*
- Each meeting will have: an Agenda, an OWC Work Plan update, and follow-up Meeting Notes
- After each meeting a report will be forwarded to JAM Committee with Recommendations if applicable.

5. Responsibilities and Decision Making

5.1 Responsibilities

Responsibilities delegated to the Olive Way Steering Group by Church Council through the JAM Committee are:

- Ensure PD's for all staff and volunteers are in place, filed on Google Drive, and are centrally registered with Finance Committee
- Ensure processes for Olive Way staff contracts and pay systems are in place and contracts are monitored for expiry or variation
- Ensure that there are clear processes for Olive Way staff leave (Annual Leave, Sick Leave, Carers Leave), and monitor these to ensure that annual leave is taken in a timely manner.
- Ensure there are clear lines of communication and responsibility between OW staff, OWC and the Minister of the Word.
- Provide "line manager" type support and oversight for Olive Way Coordinator, and a clear process if the Olive Way Coordinator is absent for any reason
- Ensure that regular staff performance reviews take place
- Ensure external supervision is in place for Olive Way Coordinator
- Ensure appropriate policies and procedures are in place for recruiting, induction, training and support of volunteers
- In cooperation with the Olive Way Coordinator, develop an appropriate training calendar for staff and ensure this is implemented
- Ensure that appropriate policies and procedures are in place regarding health and safety issues
- In conjunction with the Olive Way Coordinator, set and manage the Olive Way budget
- Ensure relationships between Olive Way and other activities (eg Olive Arts) are clear
- Ensure that there is a framework for exploring strategic directions, guided by mission directions identified by BUC Church Council and in consultation with JAM as the coordinating committee.
- Develop and regularly update a Strategic Plan for the Olive Way

5.2 Decision making

5.2.1 The role of Olive Way Coordinator (OWC)

The Olive Way Coordinator reports to the Olive Way Steering Group, and is delegated to make decisions within the limitations of the **Position Description – Olive Way Coordinator**.

The Olive Way Coordinator may also share issues and seek mentoring from members of the Ministry Team

The Olive Way Kitchen Coordinator to report to Olive Way Coordinator. If Olive Way Coordinator is away, then Olive Way Kitchen Coordinator acts as Coordinator for the day. If Olive Way Kitchen Coordinator is also away then consideration should be given to closing the Olive Way for that day.

The Olive Way Coordinator reports to Chairperson of Olive Way Steering Group for strategic and operational matters (as per the responsibilities and support chart). In the absence of the Chairperson then Olive Way Coordinator reports to a representative of the JAM Committee (if say there was a critical incident). For now that person is Kirsty Bennett. If the JAM Committee representative is unavailable then Olive Way Coordinator reports to Chairperson of Church Council.

5.2.2 The role of Olive Way Steering Group

The Olive Way Steering Group reports directly to the JAM Committee which in turn reports to the Church Council. All decisions related to the above items in 5.1 do not need approval from a higher authority.

With regard to formulating policies and procedures, these may be best developed jointly between the Olive Way Steering Group and the Olive Way Coordinator

Limitations to responsibilities in 5.1 will apply when:

- Funds which are significantly beyond the agreed budget are required (but OWSG will still regularly report to JAM on expenditure).
- Significant new or changed activities may impact on the use of space in the building
- Significant new or changed activities may overlap with other congregation-based activities

5.2.3 The role of JAM

If decisions fall within the “Limitations” described in 5.2.2 then a recommendation must go to the JAM Committee. JAM is able to provide analysis, exploration, assessment and coordination of OWSG requests because it has more time and expertise than the Church Council

In addition, JAM is able to:

- Be an additional group within the congregation which retains the story of the Olive Way and how it operates as a mainly volunteer-based activity
- Challenge and support the Olive Way Steering Group and the Olive Way to be creative and innovative in pursuing God’s mission and purpose
- Oversee 3-yearly strategic reviews of the Olive Way and present these to Church Council
- Promote wide-spread congregational ownership and support for the Olive Way, including the involvement of volunteers, prayer support, and fund-raising
- Recruit and appoint members to the OWSG and act as a back-up if members are not available (as happened at the beginning of 2017)
- Recruit and employ staff for the Olive Way as and when required
- Help in a coordinating role with other activities in the church (for example when an Olive Way activity may require use of additional space)

5.2.4 The role of Church Council

Church Council will receive recommendations from JAM and report any decisions made back to JAM as soon as practicable

6. Role of the Chairperson of Olive Way Steering Group

This is a key role in the effective operation of the OWSG. Amongst other things, the Chairperson will:

- Call meetings of the OWSG
- Develop the monthly agenda and circulate this prior to each meeting
- Write and circulate notes from each meeting which includes any required actions
- Provide a monthly report to the JAM Committee
- Conduct six-monthly performance reviews with the Olive Way Coordinator

6. Reviews of the Olive Way

These will be conducted every three years at the direction of JAM Committee

7. Appendices:

Key policies which the Olive Way Steering Group must ensure are in place are: *(Note from RA: These may need further development in cooperation with Olive Way Coordinator. Some may be broad and quite simple and be further developed by the Olive Way Coordinator for inclusion in the Volunteers Handbook (8.1), whilst some may be stand-alone (8.4))*

8.1 Responsibilities and Support Chart

8.2 Policy and procedures for Volunteers

Further discussions are continuing around minimum numbers of volunteers to remain open and with regard to having accredited volunteers on stand-by to fill in if both staff members are away. However as a general rule at least 2 people should be present "on the floor".

A current suggestion is as follows (however much depends on the skills of those present).

Ideal: 3 volunteers and a kitchen coordinator together with the Olive Way Coordinator or Volunteer Leader on the floor. **Minimum:** 1 volunteer and a kitchen coordinator together with Coordinator or Volunteer Leader on the floor.

8.3 Policy and procedures for Staff (including professional development)

8.4 Policy and procedures for Health and Safety within the Olive Way (including appropriate behaviours, Evacuation Plan)

Annex 6: Summary of questions and comments from conversations

Over a three-month period, a small team met from time to time and developed up a set of different processes to gather information about OW to guide the review. The following processes were used.

A. Conversations with different groups of people associated with OW

The group developed up the following:

- A list of different types of people to interview as part of the review process;
- A list of questions for each group;
- Practised the conversation process;
- Discussed and analysed the responses
- Developed up conclusions and recommendations based around the guiding questions of the review.

The questions are listed below:

<p>Staff:</p> <ol style="list-style-type: none"> 1. What were your first impressions when you came to OW? 2. What enjoyment do you get from being here? 3. What are your big ideas for activities which OW could introduce? 4. What is your opinion about operating hours? Should they be increased/decreased and why? 5. What's your motivation? What support do you need? 6. How can we better deal with inappropriate behaviour? 7. What are the key priorities of your role? Is this the best use of your time? 8. What is your vision for Olive Way for the next five years? 9. What do you need to reach this vision? 10. What are your priorities for change? 11. How can OW better link in with the Salvation Army and other services 12. Is there anything else you would like to tell us? 	<p>Volunteers</p> <ol style="list-style-type: none"> 1. What were your first impressions when you came to OW? 2. What enjoyment and other benefits do you get from being here? 3. What are your big ideas for activities which OW could introduce? 4. What is your opinion about operating hours? Should they be increased/decreased and why? 5. Why do you come back? What's your motivation? What support do you need? 6. How can we better deal with inappropriate behaviour? 7. What are the key priorities of your role? Is this the best use of your time and does it meet your expectations? 8. What is your vision for Olive Way for the next five years? 9. What do you need to reach this vision? 10. What are your priorities for change? 11. Do you feel supported and respected in your role as volunteer? Do you feel safe? Do you ever feel unsafe? 12. Does your current role match your expectations? 13. Do you recall a time when you experienced support? What happened? 14. Is there anything else you would like to tell us?
<p>Guests:</p> <ol style="list-style-type: none"> 1. What was your first impressions of OW? 2. What is your best memory/story of OW? 3. What do you get out of OW and what else do you hope to get out of it? 4. How can OW reduce tensions and improve relationships among people who come here? 5. What is special about OW compared to other services? 6. Is there anything else you would like to tell us? 	

B. Suggestion box

The review team also agreed to use a Suggestion Box to harvest ideas about strengths and areas for change. The forms for the suggestions are listed below.

Olive Way Review Suggestions!: What do you like?	Olive Way Review Suggestions! What do you like?
What are the top 4 things that you <u>MOST LIKE</u> about Olive Way?	What are the top 4things that you <u>MOST LIKE</u> about Olive Way?
1. _____ _____ _____	1. _____ _____ _____
2. _____ _____ _____	2. _____ _____ _____
3. _____ _____ _____	3. _____ _____ _____
4. _____ _____ _____	4. _____ _____ _____

Only two pages were submitted.

What are the top 4 things you most like about OW?

- Response 1: (in order) Friendly people, friendly staff and volunteers, relaxing atmosphere, good food.
- Response 2: nothing

What are the 4 things you want to change about OW?

- Response 1: (In order) Nothing I would like to change, Can we add to it? Activities - board games, teach me chess or other board games
- Response 2: There is absolutely nothing I want to change about Olive Way it is wonderful just the way it is.

C. Map

Large, colour maps covering the cities of Moreland, Darebin, Yarra, and Melbourne were posted on the wall of the OW. The location of OW was marked on the map and guests and volunteers were invited to mark their location. Approximately 45 people put a sticker on the map, varying from Brighton in the South (15km to OW) to Campbellfield in the North (11 km to OW), Glenroy in the West (8km to OW) to Heidelberg in the East (10 km to OW). One other person lives in Upfield which is not on the map (12km to OW). The distances involved demonstrate the wide reach of the program and some people’s great willingness to travel in order to come to the drop-in service.