



Government of **Western Australia**  
Department for **Child Protection**

# **REVIEW OF SECONDARY FAMILY SUPPORT FUNDING PROGRAMS**

April 2011

## **Review of Secondary Family Support Funding Programs**

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### **Review of Secondary Family Support Funding Programs**

Attached is my report on this review of the Department's funding of secondary family support services through the community services sector.

The aim of this review has been to reshape and integrate the Department's current funding programs to enable it to respond fully to the challenges of the Secondary Family Support State Plan 2010-2013 and to the directions of government procurement reform.

I would like to express my appreciation of the strong support for this review by all of those whose assistance and input was requested, both within the Department, other government agencies and the community services sector.

Particular thanks go to Misty Hayden, Senior Project Officer, for her support throughout this project and, in particular, for the design, development and analysis of the electronic survey of funded agencies and Departmental districts.

I hope that this report will assist the Department in moving forward in relation to secondary family support funding, as well as providing a model of reform which may prove useful for other funding programs.

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18 April 2011

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### Executive Summary

The Secondary Family Support State Plan 2010-2013 (the State Plan) proposes the development of a State-wide network of high quality integrated services that support children, individuals and families to address the risks and crises that they experience through the establishment of secondary family support hubs.

In order to achieve the aims of the State Plan through the establishment of secondary family support hubs, it will be necessary that those hubs comprise a comprehensive range of integrated family support services that are aligned to and adequate to meet community needs.

The Department for Child Protection's current funding structures relating to secondary family support services comprise a number of narrowly based funding programs with different origins and histories that have little strategic connection and many of which are highly prescriptive in terms of service solutions. In order to adequately fulfil the vision of the State Plan a more integrated strategic approach to funding across this range of services is required.

An additional challenge facing all non government funding programs is to respond to the anticipated directions of Government procurement reforms. Those reforms are expected to place emphasis on a shift from prescribing inputs to focusing on outcomes, as well as working with not-for-profit organisation to identify community needs and the appropriate strategic responses to those needs. This will require a very different funding arrangement to that which exists at present.

For these reasons it was decided to conduct a review of the Department's secondary family support funding programs with a view to:

- developing an integrated family support funding program, consistent with Government procurement reform and increased flexibility to respond to changing needs; and
- implementing improved planning and information sharing processes to provide clearer identification of the needs for secondary family support services at a State and district level and current service gaps.

The review involved identifying those funding programs which might properly fit under the banner of secondary family support, looking at the wider service and funding environment, and consulting with key stakeholders, Departmental districts and funded agencies. The information derived from this work is summarised in Chapter 2 of the report.

The result is a proposed policy and strategic framework for secondary family support services as well as a proposed restructuring of the current funding programs.

There was considerable support among those consulted for more flexible funding arrangements around the achievement of outcomes which would empower communities to identify appropriate local responses rather than prescribing specific solutions through narrowly based funding programs.

## **Review of Secondary Family Support Funding Programs**

The proposed solution is to replace ten existing programs that are largely based on highly prescribed inputs, with a single Secondary Family Support Funding Strategy comprising three outcomes based service streams and a new Service Integration stream that will accommodate the funding of Family Support Hubs. Under this model, each funding stream will be broadly based around the achievement of defined outcomes and will contain sufficient flexibility to facilitate the development of innovative locally based service solutions to achieve those outcomes. This proposal is outlined in greater detail in Chapter 3.

A key feature of the Secondary Family Support State Plan is the development, through Family Support Hubs, of an integrated service response to the needs of families, children and young people, based on a strong ethos of interagency collaboration and partnership. That will necessarily require close consultation with agencies at a local level to determine the appropriate mix of services to respond to local needs.

In keeping with this collaborative approach, it will be important that there is sufficient flexibility in funding arrangements for service agreements to be re-negotiated as new needs emerge or more effective service responses become evident. Such a model would provide an incentive to continuous improvement in agency service responses rather than a need to continue justifying the status quo as is the case with the current funding models.

Although the review canvassed the issue of service gaps and unmet needs, it makes no specific recommendations in this regard. Some valuable feedback has been received from those consulted as to some key areas of unmet need, some of which differ from one area to another. Rather than making specific recommendations regarding the direction of future funding, it is suggested that the feedback contained in this report be utilised as part of the process of local consultations through which key community needs are identified and appropriate strategic responses developed.

### **Recommendations**

The recommendations, which are contained in Chapter 4 of the report, are necessarily broad and strategic in nature. They are outlined below.

#### **Recommendation 1**

**A policy and strategic framework should be established for Secondary Family Support Services with the following strategic intent:**

- **Children, families and individuals are able to resolve crises and promote the safety and wellbeing of themselves and their family members.**

#### **Recommendation 2**

**An outcome based Secondary Family Support Funding Strategy should be established with the following funding streams:**

## **Review of Secondary Family Support Funding Programs**

- **Services to prevent children and young people from being in need of care and protection;**
- **Services to prevent or reduce family and domestic violence;**
- **Services to prevent or alleviate financial crisis;**
- **Service Integration.**

### **Recommendation 3**

**The following current funding programs should be incorporated under the relevant funding streams of the Secondary Family Support Funding Strategy:**

- **Counselling Services**
- **Family and Domestic Violence Counselling, Advocacy and Support Services**
- **Family Enhancement Services**
- **Financial Counselling**
- **Home Visiting Services – At Risk**
- **No Interest Loans Service**
- **Parenting – At Risk**
- **Practical In Home Support**
- **Services for Young People at Risk**
- **Youth Counselling Services**

### **Recommendation 4**

**There should be sufficient flexibility in service agreements to allow renegotiation of the required service outputs as needs change or more effective service approaches to achieving the required outcomes emerge.**

### **Recommendation 5**

**The Department should work collaboratively with community agencies at a local level to determine the service responses best suited to achieving the required outcomes in that area, and should also consider adopting collaborative models for the allocation of funds between agencies.**

## **Chapter 1 – Introduction**

### **Background to Review**

The Secondary Family Support State Plan 2010-2013 (the State Plan) proposes the development of a State-wide network of high quality integrated services that support children, individuals and families to address the risks and crises that they experience through the establishment of secondary family support hubs.

In order to achieve the outcome and objectives outlined in the State Plan through the establishment of secondary family support hubs, those hubs will need to comprise a comprehensive range of integrated family support services that are aligned to and adequate to meet community needs.

In addition, in the context of proposed Government procurement reforms, it is timely to take stock of the Department's current family support funding structures and the extent to which they are responding adequately to community needs.

For these reasons it was decided to conduct a review of the Department's (DCP) secondary family support funding programs with a view to:

- developing an integrated family support funding program, consistent with Government procurement reform and increased flexibility to respond to changing needs; and
- implementing improved planning and information sharing processes to provide clearer identification of the needs for secondary family support services at a State and district level and current service gaps.

The intention of the review was not to focus on individual funded services, but to consider the overarching strategic and policy frameworks as well as developing a better shared understanding of community need.

### **Terms of Reference**

The objectives of the project were to:

1. Review the current funding framework for secondary family support services with a view to better integration at the programme level, consistency with Government procurement reform and increased flexibility to respond to changing needs;
2. Identify the needs for secondary family support services at a State and district level and current service gaps.

The project deliverables were outlined as follows:

## **Review of Secondary Family Support Funding Programs**

1. Recommendations for a flexible and integrated model for the funding of secondary family support services, consistent with Government procurement policy.
2. A needs and gaps analysis for secondary family support services.

### **Methodology**

The project methodology is outlined below:

#### **Stage 1 – Background Research**

- Review of program documentation to identify the origins, history, purpose, strategic objectives and processes for each funding program, including past evaluations and reviews, and interviews with funding officers to clarify and expand on documented information.
- Identification and collection of available program data.
- Identification of other relevant funding sources and related funding programs.
- Identify relevant procurement reform issues.

#### **Stage 2 – Strategic level consultations**

The purpose of these consultations was to gain the input of key stakeholders, including Departmental, Treasury & Finance, non-government<sup>1</sup> and other funding departments, on the issues under review. These consultations aimed to both elicit the strategic views of key stakeholders and inform the development of an electronic survey to form the basis of broader consultations. A consultation paper that formed the basis of these strategic consultations is contained in Appendix 1.

#### **Stage 3 – Electronic Survey**

A survey was sent to all agencies currently funded by the Department (171 in all) and to District Directors seeking:

- Information on current needs for secondary family support services
- The secondary family support services they currently provide and funding sources
- Their views on the degree of alignment of current services with community needs
- Information on gaps in current services, including relevant data

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<sup>1</sup> Strategic consultations with the non government sector occurred via the Community Sector Roundtable and additional key agencies not represented on the Roundtable.

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- Their views on options for the future funding of secondary family support services

In all 86 respondents completed the survey, of whom 72 were from non-government organisations and 14 from Departmental districts. The detailed survey results are contained in Appendix 2.

### **Stage 4 – Analysis and reporting**

This stage comprised the following:

- Collate and analyse information from document review, data and survey results, and consultations
- Develop findings and recommendations
- Preparation of report

## Chapter 2 – The Current Situation

### Existing program Descriptions and Services

Secondary family support services are provided to families, children and young people who are at risk or facing the likelihood of immediate crisis. They are the services aimed at averting the need for a tertiary or crisis response or in some cases supporting families or individuals to re-establish themselves following tertiary or crisis intervention.

Secondary family support is not currently a term used to formally describe or define any funding program or group of programs, so the first question for this review is defining exactly what current funding programs might come under the general banner of secondary family support services.

The State Plan identifies the following service groups as potentially forming family support hubs:

- Intensive family support and other counselling services;
- Targeted parenting services;
- Homelessness services;
- Family and domestic violence services;
- Services for young people; and
- Targeted community support.

The following current DCP funded programs have been identified as potentially coming under the definition of secondary family support services:

- Counselling Services
- Family and Domestic Violence Counselling, Advocacy and Support Services
- Financial Counselling
- Home Visiting Services – At Risk
- No Interest Loans Service
- Parenting – At Risk
- Practical In Home Support
- Services for Young People at Risk
- Youth Counselling Services

Stakeholders consulted were generally supportive of these current programs being categorised as secondary family support as were survey respondents, with the inclusion of No Interest Loans Scheme having the lowest level of support (50.7% in favour, 28% against, and 21% unsure), and the inclusion of all the others listed having support by over 80% of respondents.

In addition to the above funding programs, Specialised Homelessness Services should clearly form part of any conceptual framework relating to secondary family support, but are not included in the scope of this review, because of the Commonwealth/State national agreement and joint funding arrangements.

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The service descriptions and outcome objectives for each of these services as expressed in the service specifications are outlined below:

### **Counselling Services**

A total of ten services are funded in six country districts. Total funding in 2009/10 was \$1,286,930.

#### ***Service Description***

Counselling Services are funded to help individuals and families including those from indigenous backgrounds experiencing relationship or personal problems. They will assess their circumstances and relationships, make choices, decisions and plans for the future and develop the skills and confidence to enable them to put their plans into effect. This occurs in discussion with trained counsellors, may be in individual and/or group sessions and includes telephone counselling and therapy.

Some individuals and families who seek assistance in one area may experience difficulties in other areas of their lives and effective inter-agency collaboration is required. Services are encouraged to work in a collaborative way both intersectorally and with complementary services to ensure coordinated service provision.

#### ***Outcome Objectives***

1. Families and individuals develop the knowledge, skills, confidence and relationships necessary to assess their circumstances and enable them to make decisions and plans for the future.
2. Families and individuals experiencing a crisis in their lives are supported and assisted to cope.
3. Indigenous families and individuals are able to access a culturally appropriate counselling service

### **Family and Domestic Violence Counselling, Advocacy and Support Services**

A total of 26 services are funded statewide. Total funding in 2009/10 was \$3,714,197.

#### ***Service Description***

Family and Domestic Violence Counselling, Advocacy and Support Services are funded to provide services for adults, young people and children in circumstances where family and domestic violence has occurred or is likely to occur. Services recognise the importance of ensuring the safety and wellbeing of women and children.

Family and domestic violence is defined as

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“behaviour which results in physical, sexual and/or psychological damage, forced isolation, economic deprivation, or behaviour which causes the victim to live in fear”<sup>2</sup>.

It is also understood to be behaviour which seeks to control another and removes a person’s individual right to freedom. Aboriginal people often use the term “family violence” rather than “domestic violence” as it attempts to identify all the victims of abuse including spouses, children and extended family.<sup>3</sup> Services may provide a whole of family approach and use strategies that attempt to address family violence.

Services ensure women and children experiencing or at risk of family or domestic violence are safe and help them find solutions to issues both practical and personal that have arisen as a result of the family and domestic violence. Services working with those responsible for family and domestic violence assist them to accept responsibility, recognise the impact of their behaviour on others and to change their behaviour.

The types of services within this Service Group include counselling, advocacy and support services. Services may be funded to provide one or more types of responses:

- Counselling services provide planned and goal directed interventions that assist adults, young people and children deal with the harmful effects of family and domestic violence. Services will use models of counselling relevant to working with family and domestic violence and/or addressing trauma.
- Support and Advocacy services provide client focussed responses that ensure clients are kept safe through safety planning and to assist clients to find solutions through provision of information, advocacy, short term support and provision of referral to longer term support if required.

Family and Domestic Violence Counselling Advocacy and Support Services use a case management approach to address identified issues and provide support. Strategies include: assessing client risk, assessing clients’ needs, identifying supports and services required, providing these services directly or assisting clients to access other services.

To achieve optimum outcomes for clients Family and Domestic Violence Counselling, Advocacy and Support Services are important in coordinated and integrated agency responses at a local level. The purpose of the collaborative response is to keep adults, young people and children safe by maintaining relationships between core agencies to deliver integrated responses.

### ***Outcome objectives***

1. Clients are provided with direct support or assisted to access other services to enhance their safety and wellbeing.
2. Clients have the harmful effects of family and domestic violence reduced.

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<sup>2</sup> Western Australian Family and Domestic Violence State Strategic Plan, 2004-2008

<sup>3</sup> From *The Whole of Healing Approach to Violence, 1995*

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3. Perpetrators of family and domestic violence and abuse accept responsibility for and develop knowledge and skills to stop its occurrence.
4. Parents/carers are assisted to access services and supports for children.

### **Financial Counselling Services**

A total of 53 services are funded statewide. Total funding in 2009/10 was \$6,905,596.

#### ***Service Description***

Financial Counselling Services assist individuals and families on low incomes experiencing financial difficulties.

Services are provided by financial counsellors who are required to be adequately and appropriately trained and supported to undertake their role.

Services are free and act in the best interests of the consumer, free of any commercial benefit and conflict of interest.

Financial Counselling Services work with clients to resolve financial crises such as the risk of legal action, loss of essential services or eviction. Services offer information, conduct assessments and provide options and supports to assist consumers address identified problems and manage their financial situation more effectively.

Consumers with financial difficulties may also be experiencing other personal or social problems such as difficulties in sustaining housing, problem gambling, conflict or violence in a relationship or substance abuse. The service contributes to addressing the holistic needs of consumers by actively referring them to other relevant community resources and networks as appropriate.

Some services may also undertake community education around preventing financial difficulties or empowering members of the community on finance issues.

The Hardship Utility Grant Scheme (HUGS) has been operating since August 2008 to assist individuals and families experiencing utility hardship. The Scheme provides additional options, through Financial Counselling Services, to limit the likelihood of essential utilities disconnections. Financial Counselling Services are required to participate in the HUGS scheme.

#### ***Outcome Objectives***

1. The capacity of individuals and communities to find solutions to financial difficulties is enhanced through increased knowledge, skills and confidence.
2. People experiencing financial difficulties access financial entitlements available to them.
3. People in financial crisis have reduced creditor pressure including legal action.
4. People are assisted, where possible, to avoid eviction or to access appropriate housing.

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5. People are assisted, where possible, to retain essential goods / or services.
6. People experiencing financial hardship are assisted to maintain connection to essential utilities.

### **Home Visiting Services – At Risk**

One service is funded in the South West. Total funding in 2009/10 was \$139,301.

#### ***Service Description***

Home Visiting Services – At Risk are funded to provide services to families, especially low income families, with dependent children up to the age of 12 years. They support the development of strong families by enabling the family to identify and build on their strengths and respond to shared needs. “At Risk” is defined as children at risk of poor life outcomes.

Services work with families to build capacity and enhance resilience through the development of skills, links and confidence. The services develop relationships by engaging with and working in partnership with families, spending time with them, listening to them and helping to identify and build on their strengths. They assist to enhance the capability of families by providing opportunities to confidently connect with other people, groups and resources.

Home Visiting Services – At Risk services recruit, train, supervise and support volunteers to go into family homes to offer assistance including emotional support, self esteem building and the provision of information and practical assistance.

Some families who seek assistance in one area may experience difficulties in other areas of their lives and effective inter-agency collaboration is required. Services are encouraged to work in a collaborative way both intersectorally and with complementary services to ensure coordinated service provision.

#### ***Outcome Objectives***

1. People using the service develop their knowledge, skills and confidence to effectively manage their own lives.
2. Families consider they have the resilience and ability to work through and manage stressful situations.
3. Families and individuals develop, or are linked to, social support networks and other community resources.

### **No Interest Loan Service**

One statewide service is funded. Total funding in \$2009/10 was \$380,287.

#### ***Service Description***

The No Interest Loan Service is a statewide service which provides families and individuals on low incomes across the state with the opportunity to apply for a loan to purchase essential items, without the burden of interest charges or fees. It is operated

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as a loan scheme with an expectation that repayments are made as negotiated between the service and the customer.

People on low incomes have difficulty accessing affordable credit to purchase essential items. No interest loans are an alternative form of credit for people on low incomes who wish to access small amounts of credit.

The No Interest Loan Service lends money for essential household items which alleviate hardship and provide a tangible outcome for the customer, for example white goods, furniture, the purchase of a hot water system, and air conditioner or heater. Preference is for new rather than second hand goods. Loans are not provided for emergency relief or items for which other types of assistance is available, such as bond assistance, utility bills, rent arrears, general expenses, such as food and clothing, consolidation of debts and unpaid bills.

The service recognises the higher costs of purchasing goods in remote areas and therefore, maximum limits may vary from region to region. The service is community based which enables the development of an ongoing relationship with customers and for the service to develop working relationships with local services to support the customers.

The No Interest Loan Scheme has established criteria for the assessment of loan applications which include low income and the capacity to repay. Assessment criteria and procedures are flexible enough to respond to local and individual needs and to the needs of people with low incomes from a diverse range of backgrounds.

The target group includes:

- Families and individuals on low incomes, and
- Referrals from the Department.

### ***Outcome Objectives***

1. Loans are used to purchase items which make a positive contribution to the customer's circumstances.
2. Loan recipients develop skills and confidence in managing their finances.
3. Customers repay the loans they receive.
4. A statewide network of member services is developed and maintained.

### **Parenting – At Risk Children**

Two services are funded in the metropolitan area. Total funding is \$898,229.

#### ***Service Description***

Parenting – At Risk Children services are aimed primarily at parents with at least one child aged 0-8 years of age identified as “at risk”, who require individual support to develop or increase their parenting skills. “At Risk” children are defined as children at risk of poor life outcomes.

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The services focus on the needs and strengths of parents and use a positive approach to strengthen the parent/child relationship and reduce difficulties experienced by families. It is expected that families receiving services will increase their confidence to provide a more supportive and developmentally appropriate environment in which to raise their children.

Parents have responsibility for identifying their own goals, developing strategies to achieve these goals and assisting in the evaluation of outcomes. Services work in a respectful partnership with parents to achieve their goals. For Department for Child Protection referrals this may include goals that have been negotiated by the Department with the parents.

While mothers often take on the major part in the practical care of young children, the importance of fathers as carers, role models and members of the parenting team is recognised. Services develop relationships with and support and encourage fathers, mothers and other significant family and/or community members to be involved with their children. This may be especially important for families from culturally and linguistically diverse backgrounds with limited extended family networks.

Both formal and informal community relationships are essential for personal growth and development and services will help link parents to their community. In order to achieve this, services will develop knowledge of relevant local and other services. Links with community may lead to parents sharing their experiences, knowledge and skills with other members of the community to bring about positive change in their families.

Parent skills development services are based on the following principles:

- . Parents and the home environment have a significant effect on early learning, school attainment and adult functioning.
- . Parents' ability to nurture their children can be affected by their life experiences.
- . Outcomes for parents and children are positive when the parents perceive that their parenting skills are respected and they are valued in their child rearing role.
- . The right of parents to make decisions that affect their families is respected.
- . Parents are empowered by open communication, empathy and non-judgemental attitudes.
- . The diversity of parenting styles of different cultures is respected.
- . Parents actively seek opportunities to further develop their parenting skills.

Some families who seek assistance in one area may experience difficulties in other areas of their lives and effective inter-agency collaboration is required. Services are encouraged to work in a collaborative way both intersectorally and with complementary services to ensure coordinated service provision.

### ***Outcome Objectives***

1. Parents with young children increase their knowledge, skills and confidence in parenting.
2. Families are linked to and informed of community resources and networks.

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### **Practical In Home Support Services**

One service is funded in the Murchison. Total funding in 2009/10 was \$95,071.

#### ***Service Description***

Practical In Home Support Services are funded to provide services to Aboriginal and Torres Strait Islander families who identify and/or are identified as being in need of and able to benefit from the service. These services build on and develop strengths that enable families to deal with crises, manage a home and maintain a healthy family life. Local people provide the program for local people, taking into account family connections. Services focus on skilling people to manage a home and maintain a healthy family life. This may contribute to a family's ability to maintain long term accommodation.

Services offer a combination of in-home practical assistance and community based services to strengthen families and increase their level of self-reliance. They support families and communities in the form of practical assistance, informal counselling or advice, arranging group activities and linking to other available community resources and support networks.

These services provide support that encourages families to promote self worth and self-determination, by developing skills and alternative patterns of behaviour for the family. Additionally they develop programs that will build on individual and family strengths.

Community relationships, both formal and informal are essential for personal growth and development and linking parents to their community is also a focus. This may lead to parents sharing their experiences, knowledge and skills with other members of their community to bring about change in their families. Services develop knowledge of local and other appropriate services that are relevant to parents in order to inform about, support, and link with the community.

Services are flexible enough for the development of traditionally based practices that are culturally significant. Underpinning the model of service delivery is the cultural uniqueness of the local environment, including the values, traditions and law. These services are provided in response to identified needs in Aboriginal and Torres Strait Islander communities in the area.

Some families who seek assistance in one area may experience difficulties in other areas of their lives. Services are encouraged to work in a holistic and collaborative way with the local community, and with other services to ensure coordinated service provision.

#### ***Outcome Objectives***

1. Families using the service develop their knowledge, skills and confidence to effectively manage a home and maintain a healthy family life.
2. Families develop linkages with social support networks and other community resources.

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### Services for Young People at Risk

A total of 51 services are funded statewide. Total funding in 2009/10 was \$3,780,033.

#### *Service Description*

Services for Young People At Risk include centre-based services, outreach, mobile services and drop-in centres and are provided primarily to disadvantaged young people commencing secondary education up to 18 years of age who may be at risk due to a number of factors. These factors may include family conflict, truancy, drug and alcohol use including volatile substances, the risk of homelessness, poor social skills, and isolation from their peers. Young people may also be at risk if they have care responsibilities for a child/ren or a family member with an illness and/or a disability.

Services can negotiate with the Department for Child Protection for children aged 10 to 11 years to be included, by exception in particular service activities where they are accompanied by older siblings, provided there are no other service options in the community and the service takes steps to ensure their safety. There shall be no licensing requirements under the *Child Care Services (Outside School Hours Care) Regulations 2006* provided that a child below 15 years and six months of age is not charged or provided with a service as a reward, whether direct or indirect.<sup>4</sup>

Services work with young people at risk and support them to connect with appropriate support services, family members, peers and their communities using positive approaches that build on their skills and abilities to enhance strengths and further develop resilience. Services increasingly manage young people with high support needs and challenging behaviours who are likely to have experienced multiple risks.

#### *Outcome Objectives*

1. The overall level of risk of the young person is reduced.
2. Young people at risk have improved relationships with their family, school, community where appropriate (as perceived by the young person).
3. Young people at risk are linked into appropriate services such as employment, training, education, accommodation, counselling, rehabilitation and recreation.
4. Young people at risk have enhanced their ability to effectively manage their lives and increase their resilience.

### Youth Counselling Services

A total of seven services are funded in the metropolitan area. Total funding in 2009/10 was \$649,014.

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<sup>4</sup> In accordance with the *Child Care Services (Outside School Hours Care) Regulations 2006 reg 4(b)* and the *Child Care Services Act 2007 S. 4(1)*.

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### ***Service Description***

Youth Counselling Services are funded to provide a short term counselling/mediation service for young people at risk primarily aged 12 to 18 years and their families to resolve parent/adolescent conflict where conflict has or could result in an increase of risk for the young person. Youth Counselling Services aim to provide early intervention strategies to prevent risk escalating and divert young people away from high risk situations that may impact on their safety. These factors may include family conflict, truancy, drug and alcohol use including volatile substances, poor social skills, and isolation from their peers. Young people may also be at risk if they have care responsibilities for a child/ren or a family member with an illness and/or disability.

It is recognised that the young person is pivotal to the holistic approach in youth counselling services. Family conflict can have deep impact on young people, and consistent concern about this issue across the age groups and genders echoes the high value most young people place on family relationships. In consideration it is essential that the youth counselling service is client focused and is aimed at enhancing the well being of the young person.

Services assist young people at risk to improve relationships and remain connected primarily with family and also with peers, school and their community. Services focus on young people within a family environment and assist to resolve conflict by helping them to increase their strengths and abilities to find their own responsible solutions to problems through discussion and mutual agreement. Services also involve young people in the design and delivery of workshops, group sessions, programs and services.

Young people at risk with problems in one area often experience difficulties in other areas of their lives and services work collaboratively to develop and build linkages with other complementary local services to ensure coordinated service provision for young people.

### ***Outcome Objectives***

1. The overall level of risk of the young person is reduced;
2. Young people at risk remain connected or reconnect to school, family and community;
3. Relationships between young people at risk and their families are improved; and
4. Young people develop improved skills to manage their situation and increase their resilience.

## **The Broader Funding and Service Context**

The Department's funding of secondary family support services through the community sector needs to be viewed in the broader context of related service streams. These include:

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- Other secondary family support services included those provided directly by the Department under the Responsible Parenting initiative;
- Secondary family support services funded by other sources, in particular the Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA); and
- Linkages to family services in the primary and tertiary service tiers.

### **Responsible Parenting**

Responsible Parenting Services comprises two early intervention programs aimed at supporting families at risk. These programs are Parent Support and Best Beginnings.

Parent Support is accessed by referral and is a voluntary specialist service provided to parents of children up to 15 years of age who are involved in criminal activity or who are displaying anti-social behaviour; either at home, at school or in the community. The child may not be attending school or is at risk of developing any of these behaviours. It is a voluntary service but one which is designed to be responsive to 'hard to reach' families.

On referral, a caseworker can work with a family for up to 6 months, providing a strengths based home visiting service. The caseworker works with the parent(s) to help identify family goals and uses a practice framework to identify pathways to achieving these goals. There is also the capacity to work with families where child protection concerns may be an issue and/or the parent has personal issues which are barriers to parenting well.

Best Beginnings is a voluntary home visiting service provided to parents of babies up to three months of age, with a special focus given to infant-parent attachment. The Best Beginnings home visitor can provide a service for up to two years. The home visitor supports the parent(s) to work on three key areas:

- child well being;
- parent wellbeing; and
- social connectedness.

### **FaHCSIA Funded Services**

The Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) established the Family Support Program, through the amalgamation of a range of existing programs, in February 2009. Approximately \$36 million is provided annually to the non government sector through this program. In November 2010 further reforms were announced to the Family Support Program to better target vulnerable and disadvantaged families, consistent with the Commonwealth's obligations under the National Framework for Protecting Australia's Children.

Many of the Program Activities funded under the Family Support Program still have a strong preventive and early intervention flavour, however increasingly the focus is on vulnerable and disadvantaged families and children, with a particular emphasis on Indigenous children. In this respect, FaHCSIA funded services are increasingly

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coming within the ambit of secondary family support. The service objectives of the following Program Activities would appear to fit within that category:

| <b>Program Activity</b>             | <b>Service Objective</b>   |
|-------------------------------------|--|
| Communities for Children            | To provide intensive, targeted and coordinated support for parents and children who are vulnerable, at risk or in disadvantaged communities, to improve child development, child safety and family functioning.  |
| Communities for Children Plus       | To provide intensive, targeted and coordinated support for parents and children who are vulnerable, at risk or in disadvantaged communities, to improve child development, child safety and family functioning in accordance with the objectives of the National Framework for the Protection of Australia's Children. Communities for Children Plus further address the risk factors for child abuse and neglect in communities of high disadvantage before they escalate, and provide parents of children at risk with intensive early intervention services to provide a safe, happy and healthy life for their children. |
| Family Relationships Counselling    | To improve family functioning, including safety and reduce the impact of family breakdown, family violence and substance abuse.  |
| Specialised Family Violence Service | To improve family functioning, including safety and reduce the impact of family breakdown, family violence and substance abuse.  |
| Kids in Focus                       | To improve family functioning by providing intensive parenting support to improve outcomes for children where their parents have alcohol and drug related problems.  |

The increasing involvement by FaHCSIA in the funding of secondary family support services creates the opportunity for a more collaborative approach to service planning to ensure the combined resources of both agencies are used to best effect.

### Primary and Tertiary Family Support Services

Secondary family support services fit within a service continuum ranging from primary or universal services though to tertiary intervention or crisis services, as illustrated in the table below, which views primary, secondary and tertiary intervention from a child protection focus.

Table 1 - Levels of intervention to protect children

| <b>Intervention</b> | <b>Target Group</b>                      | <b>Definition</b>   |
|---------------------|--|---|
| Primary             | Whole communities and families generally | Services/interventions that build capacity in communities and families to prevent problems from arising |

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| Intervention | Target Group  | Definition   |
|--------------|---|--|
| Secondary    | Families at risk of child abuse or neglect            | Targeted services that support families and children to address identified risks and prevent them from escalating. |
| Tertiary     | Families in which child abuse or neglect has occurred | Services to prevent abuse or neglect from re-occurring and to alleviate the impacts of abuse or neglect.           |

### *Primary Services*

Primary family support services are not funded by the Department for Child Protection, being within the province of the Department for Communities. Relevant funding programs include Family and Community Support Services, Family Centres, Parenting Services, Occasional Care and Youth. On a broader level, primary services from the education, health and early childhood sectors interact substantially with secondary family support services.

### *Tertiary Services*

A closely related group of tertiary level services funded by the Department come under the banner of **Intensive Family Support Service**. These services are organised into three distinct funding streams, Reunification Service, Tertiary Family Preservation Service and Family Enhancement Service.

The Outcome objectives of Intensive Family Support Service are:

1. Children remain safely in the care of their parents or family (Tertiary Family Preservation services).
2. Children and young people are safely returned to the care of their family or extended family where appropriate (Reunification services).
3. Parents and/or families develop knowledge and skills to provide safe care for their children.
4. Parents and/or families develop their knowledge, skills and abilities to provide a nurturing environment.
5. Parents and/or families develop the knowledge, skills and confidence to access community resources and networks to enhance family functioning.

#### a) Reunification Service

The reunification service is underpinned by the principle that a child or young person's best interests are most likely to be met within the family.

Child reunification is the planned process of reconnecting children and young people residing in out of home care with their families through providing a variety of services and supports to the children and young people, their families, significant others and their carers. There are a number of reunification pathways including reunification with parents or extended family, family partnership care and ongoing family contact

## **Review of Secondary Family Support Funding Programs**

for children who remain in the CEO's care until 18. Establishing or maintaining contact with family affirms the child's or young person's membership in the family and ensures cultural connectedness.

Child reunification services are aimed at children who are in out of home care for serious and/or prolonged harm or neglect reasons. The purpose of the reunification service is to facilitate the child or young person's transition from out of home care to the full time care of their family, to a family partnership care arrangement or other permanent placement arrangement whereby contact is maintained with the family. The service provides intensive, specialist intervention to address safety issues, strengthen family functioning and create the possibilities for significant change within high risk families for the purpose of reunification.

### **b) Tertiary Family Preservation Service**

The Tertiary Family Preservation service is a specialised service that works with families whose children are at immediate risk of being taken into provisional protection and care as a result of child protection concerns or severe neglect. The service has the primary aim of preventing children coming into care and placement by providing intensive services to reduce the risk to the children and enhance safety in the family. It is underpinned by the principle that a child's best interests are most likely to be met within the family and that children will only be placed out of home as a last resort. The service provides support to parents and or families and their children to reduce the risk of harm to the children and the likelihood of being taken into provisional protection and care.

The families provided with the service have complex issues and needs to be addressed. These issues may include substance abuse, disability, mental health and family violence issues, as well as family dysfunction and poor parenting skills. These issues are addressed within the service as well as families being provided with assistance to access specialised support services.

### **c) Family Enhancement Service**

The Family Enhancement Service is a preventive service to support families where parenting issues have been identified as affecting the wellbeing of the children but prior to the point where children are at risk of immediate harm, or being placed in care. It is underpinned by the principle that a child's best interests are most likely to be met within the family and that children will only be placed out of home when this will better meet their needs.

The purpose of the service is to support parents and families with children aged 0-12 years. Families with children older than 12 years can be accepted where these children have younger siblings. The support is provided where there are identified parenting issues having a serious effect on the wellbeing of the children. The service uses a range of strategies and activities to strengthen the skills of parents to provide safe care for children within the family.

Although currently located in a suite of tertiary level services, Family Enhancement Service is open to referral from outside of the Department and appears to target families at a level of risk below that warranting tertiary child protection intervention.

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It would therefore seem to fit more appropriately within the secondary service tier. Its inclusion under secondary family support was supported by 82.7% of survey respondents.

### Government Procurement Reform

The report of the Economic Audit Committee<sup>5</sup> heralded plans for significant reform in relation to relationships between Government, the private sector and community sector in Western Australia.

With regard to the community sector there are several recommendations with direct relevance to this review.

Recommendation 12 proposes negotiating with the community sector a set of principles to facilitate the government-community sector partnerships in delivering human services.

Recommendation 13 advocates replacing the existing Funding and Purchasing Community Policy with a new “Collaboration for Community” Policy. The Department for Child Protection’s Preferred Service Provider approach was cited as an example of collaborative funding approaches.<sup>6</sup>

Streamlining administrative arrangements associated with service agreements is an important theme, with Recommendation 14 advocating reducing the administrative burden on government agencies and community sector agencies by:

- a) Permitting subcontract or consortia arrangements;
- b) Implementing a three-year pre-qualification process for community sector organisations, to be utilised by all government agencies;
- c) Standard core contractual conditions, documentation and reporting; and
- d) Longer term contracts.

These recommendations are being followed up by the Department of Treasury and Finance and the Department of the Premier and Cabinet, working together with State government agencies and the community sector through the Community Sector Partnership Forum on key reforms to demonstrate how funding and contracting arrangements can be managed more effectively through genuine partnerships. The specific reforms that are being progressed are aimed towards:

- clearly articulating the types of contractual and funding relationships that can be used to achieve outcomes and providing guidance on when particular mechanisms should be used;
- ensuring community service providers are engaged earlier in the process of service design to maximise outcomes for the community; and
- reducing the administrative burden of managing funding and contract arrangements for both the public and community sector.<sup>7</sup>

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<sup>5</sup> Economic Audit Committee, Final Report, “Putting the Public first – Partnering with the Community and Business to Deliver Outcomes”, Government of Western Australia, October 2009.

<sup>6</sup> Economic Audit committee, p. 68.

<sup>7</sup> <http://www.dpc.wa.gov.au/Publications/EconomicAuditReport/Pages/ProcurementReforms.aspx>

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The Department of Treasury and Finance has chaired the Procurement in Partnership Working Group with representatives from Government agencies with primary responsibility for human services and a broad range of community sector agencies. Resulting from this work a Delivering Community Services in Partnership Policy is now awaiting Government consideration. Key elements of the policy are expected to include:

- Shift from prescribing inputs to focusing on outcomes.
- Work with not-for-profit organisations to identify community needs and strategic response.
- Move from funding organisations and price setting, to purchasing services and price taking.
- Streamlined reporting and information requirements.
- Using the most appropriate procurement mechanisms to ensure the provision of sustainable services that best meet community needs.
- Agency procurement strategies aligned with Government strategic direction.
- Consistent procurement practice and process.

The Department of Treasury and Finance is currently conducting a series of workshops with representatives of key government and community sector agencies to plan the implementation of the proposed policy.

### **Programmatic Issues**

A major programmatic issue underpinning this review is that there is currently no formal secondary family support funding strategy to match the objectives of the Secondary Family Support State Plan. What exists is a collection of narrowly focussed funding programs developed at different times in response to different needs and each having their own statements of outcomes and objectives. In order to give effect to the State Plan, there is need for an overarching policy and strategic framework for secondary family support funded services.

The current approach does create a number of inflexibilities in the funding arrangements, with money locked into specific funding silos. A result is that funded agencies are often required to tailor their responses to identified community needs to the specific requirements of narrowly based service groups and the funding available under those programs. It also has the effect of increasing administrative burdens on agencies through often having to acquit multiple service agreements with respect to funded services that are highly interconnected at the delivery level.

In addition, the current range of programs are very much solution specific, most being highly prescriptive about the type of interventions to be funded and leaving little or no scope for community agencies to respond with innovative service models

## Review of Secondary Family Support Funding Programs

to achieve the required outcomes. An alternative would be a more flexible and integrated approach to the procurement and funding of services that are directed to the same broad community outcome. Such an approach to funding would still allow the potential for funding streams that provide a particular strategic response to current identified needs, but would allow those strategic responses to change more easily as needs change or new priorities emerge. In particular it would allow greater flexibility of funding arrangements in small communities through the tailoring of funding agreements around combinations of more than one service strategy and could lead to a reduction in the number of service agreements and reporting requirements.

Consultations revealed substantial support from key stakeholders for more flexible funding arrangements around the achievement of outcomes. In particular there was strong support for empowering communities, through localised bottom up approaches, to identify appropriate local responses rather than prescribing specific solutions through funding programs. This is likely to produce more innovative responses than the current arrangements. In the words of one community sector stakeholder:

*If you only have a hammer, every problem looks like a nail.*

One further comment was that more flexible, outcome based funding arrangements may enhance the potential to provide holistic wrap-around service responses that are less possible under current funding models.

One potential issue with adopting a more flexible and integrated approach would be to ensure that important priorities that underpin the current array of funding programs do not get lost. This can be achieved through the maintenance of funding streams that respond to specific current policy objectives and community needs within an overarching policy framework. A number of stakeholders considered it important that these priorities be preserved in this way.

It was also pointed out that the more consultative approaches that are required to achieve locally designed solutions are likely to be resource intensive and that this would need to be factored into funding arrangements.

Another issue is that, although an outcomes based approach will create the potential to go to the market for innovative service responses to achieve required outcomes, realistically it is only outputs that can be purchased, albeit tied to the achievement of defined outcomes. For this reason service agreements will still need to define the outputs being purchased from a contractual perspective, but nested within an outcomes based framework.

A considerable amount of comment was received about the extent to which competitive tendering has reduced the potential for collaboration between agencies, with support for funding models that encourage collaboration including preferred provider and lead agency models. The LotteryWest model of providing support throughout the development of the funding proposal and the Communities for Children brokerage model received positive comment.

### Service Needs & Gaps

In order to achieve the outcome and objectives outlined in the Secondary Family Support State Plan 2010-2013 through the establishment of secondary family support hubs, those hubs will need to comprise a comprehensive range of integrated family support services that are aligned to and adequate to meet community needs.

To plan effectively for the future procurement and delivery of secondary family support services, it is necessary to develop a good understanding of the current service needs and the extent to which these are being adequately met by existing services. In particular it is important to differentiate between unmet demand in relation to current service provision and unmet need due to gaps in the range and types of services available.

One of the key objectives of the State Plan is to support families and individuals to maximise or promote the developmental needs, safety and wellbeing of at risk children. In particular then, it is important to examine the current range of funded services available to reduce the risks of children and young people entering the child protection system and potentially being in need of care and protection.

Of the current Departmentally funded programs, the following might reasonably fall within that category:

- Counselling Services
- Family Enhancement Services
- Home Visiting Services – At Risk
- Parenting – At Risk
- Practical In Home Support
- Services for Young People at Risk
- Youth Counselling Services.

Three of these, Home Visiting Services – At Risk, Parenting – At Risk and Practical In Home Support, are very localised, each comprising just one locally based service, plus the recent addition of one statewide service under Parenting – At Risk.

Consultations with key stakeholders, funded service providers and Departmental districts revealed the following information on perceived needs, gaps and priorities.

With regard to the Department's child protection focus, casework support to families and the ability to provide comprehensive "wrap-around" support to families/work alongside families/provide a holistic approach were identified as key areas of service need. Intensive in home support including social casework and homemaker type interventions were also advocated, as were support and advocacy for parents and families engaged with the child protection system.

The need to focus on young people as a distinct group was stressed by several stakeholders, in particular those who are no longer part of a family unit.

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The huge gaps in wellbeing experienced by Aboriginal people were also raised in the context of ensuring that services are accessible by and appropriate to the needs of Aboriginal people, particularly in remote areas.

On a broader front homelessness and access to affordable housing was seen as a major area of service gap, particularly in relation to young people and in regional areas. Access to mental health and drug and alcohol services were also seen as areas of significant service deficiency.

Comment was also received that adopting a broadly based outcomes approach will assist in addressing service gaps, as services can be better tailored to actual presenting needs in a way that can not be achieved in the context of the current narrow service specifications.

Survey respondents were more evenly divided on the extent to which they believed that current services meet demand. Many identified gaps in relation to areas such as housing, mental health, drug and alcohol services and others that are outside of the scope of the Department's mandate. Support for families including counselling and parent support, as well as domestic violence counselling/services rated highly among the responses relevant to Departmental secondary family support funding. Responding to the specific needs of Indigenous and CALD families and young people was also a prominent theme.

### Victorian Comparison

The proposed Secondary Family Support Hubs are modelled on the Child FIRST model in Victoria. Child FIRST services are funded under the Integrated Family Services funding program, one of 17 funding programs under the Family and Community Services Output of Children Youth and Families Division.

Integrated Family Services are described as casework services aimed at vulnerable children, young people and their families who are at the high risk end of the spectrum. They do not include the wide range of secondary family support services identified in the WA State Plan. These are funded under other funding programs in Victoria and these services are not members of Child FIRST alliances.

The service objective, approach and target group for Integrated Family Services are described as follows<sup>8</sup>:

#### *Objective*

The aim of Integrated Family Services is to promote the safety, stability and development of vulnerable children, young people and their families, and to build capacity and resilience for children, families and communities. Developing systems and implementing approaches to service provision that apply Best Interests and

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<sup>8</sup> Department of Human Services, "Children Youth and Families, Policy Funding Plan 2010/12, Activity Descriptions", Victoria, p. 43

[http://www.dhs.vic.gov.au/\\_\\_data/assets/pdf\\_file/0004/463396/chapter-7-3-2-children-youth-and-families-activity-descriptions-policy-funding-plan-2010-12.pdf](http://www.dhs.vic.gov.au/__data/assets/pdf_file/0004/463396/chapter-7-3-2-children-youth-and-families-activity-descriptions-policy-funding-plan-2010-12.pdf)

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Family Services principles will achieve this objective. Success will result in improved parenting, relationships, development for children and young people, and improved social connectedness and life skills.

### ***Description***

IFS provides a comprehensive range of services and approaches, including:

- identification of pathways and key transition points that focus on earlier intervention and diversion to prevent families' progression into the statutory child protection system
- a strengths-based approach and comprehensive needs and risk assessment
- capacity to provide intensive, multidisciplinary responses
- authorisation to consult with or make reports to child protection when a child is believed to be in need of protection
- centralised intake points within designated child and family service catchments.

### ***Service approach***

The service approach employed by community service organisations supporting vulnerable children, young people, and their families (as defined in *A Strategic Framework for Family Services 2007* and its accompanying *Implementation Plan for Family Services 2007*) articulates the need for services to:

- provide a suite of services tailored to meet the needs of the child, young person and their family
- provide earlier intervention services to avoid premature and unnecessary involvement with child protection services where there are risk factors and neglect/cumulative harm indicators present for children and young people and their families
- provide short-term and longer-term support tailored to families with complex needs
- use a child and youth-centred, family-focused approach to ensure services are provided in the 'best interests' of the child
- work collaboratively with child protection to develop effective diversionary responses aiming to prevent families' progression into the statutory child protection system.

### ***Service interventions***

Casework is the framework within which IFS is to be delivered. Casework interventions are determined by an assessment of needs, strengths and development of a child and family action plan to address the needs identified. This plan determines the goals of intervention for the child and family and details the interventions to be undertaken.

### ***Target group***

The primary target group for IFS is vulnerable children and young people and their families who are:

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- likely to experience greater challenges because the child or young person's development has been affected by the experience of risk factors and cumulative harm
- at risk of concerns escalating and becoming involved with child protection if problems are not addressed.

## **Family Support Hubs**

A key aim of the State Plan is the achievement of an integrated system of secondary family support services through the establishment and funding of Family Support Hubs. The objectives as outlined in the State Plan are:

- The family support hub will provide integrated services to support families and individuals to maximise or promote the developmental needs, safety and wellbeing of at risk children.
- The family support hub will provide integrated services to families and individuals to address the risks and crises that they experience.

Currently there is no funding program appropriate to the funding of Family Support Hubs and it is suggested that this be accommodated under a separate Service Integration funding strategy.

## Chapter 3 – The Way Forward

### The Policy & Strategic Framework

The State Plan, which is Cabinet endorsed, provides the overarching policy framework for secondary family support. It provides the following broad outcome and objective statements for secondary family support in Western Australia.

#### Outcome:

Children, families and individuals are able to resolve crises and promote the safety and wellbeing of themselves and their family members.

#### Objectives:

- The family support hub will provide integrated services to support families and individuals to maximise or promote the developmental needs, safety and wellbeing of at risk children.
- The family support hub will provide integrated services to families and individuals to address the risks and crises that they experience.

Whilst the Outcome statement is suitable as an overarching aim of secondary family support, the Objectives relate specifically to family support hubs and will be applicable to the evaluation of that initiative.

#### Service Strategies

Based on the information available to this review, four key secondary family support service strategies are proposed to achieve the outcome and objectives of the State Plan:

- Services to prevent children and young people from being in need of care and protection;
- Services to prevent or reduce family and domestic violence;
- Services to prevent or alleviate financial crisis; and
- Services to prevent homelessness<sup>9</sup>.

It is suggested that these form part of an overall Departmental strategic framework for secondary family support, applying to both funded services and those provided directly by the Department. These key strategies were generally supported by those consulted, with survey responses ranging from 78.6% rating “Services to prevent or alleviate financial crisis” appropriate or highly appropriate to 85.7% for “Services to prevent or reduce family and domestic violence”.

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<sup>9</sup> As stated in the preceding chapter, homelessness services are not included in the scope of this review but should still form part of an overarching policy framework for secondary family support.

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In the context of this review, the first three service strategies should form the major funding streams of a new outcome based Secondary Family Support Funding Strategy, the details of which are contained in the next section.

In addition to these direct service strategies, an additional service strategy is required to give effect to the objectives of the State Plan. This fifth strategy, which should also form part of the Policy and Strategic Framework, is:

- Service Integration.

The Service Integration Strategy should also form the basis of a fourth funding stream under the proposed Secondary Family Support Funding Strategy.

### A New Funding Structure

It is proposed that the aims of an overarching **Secondary Family Support Funding Strategy** be based directly on the outcome of the State Plan, namely:

**Aim: Children, families and individuals are able to resolve crises and promote the safety and wellbeing of themselves and their family members.**

As per the discussion under the Policy and Strategic Framework, four funding streams are proposed. They are:

- Services to prevent children and young people from being in need of care and protection;
- Services to prevent or reduce family and domestic violence;
- Services to prevent or alleviate financial crisis;
- Service Integration.

These funding streams are each detailed below together with:

1. A broad descriptive statement
2. A proposed outcome statement
3. Proposed service objectives
4. Proposed outcome and performance measures
5. Existing funding programs relevant to the funding stream.

The details provided below are intended to be illustrative only, to give a picture of how each funding stream might look in terms of outcomes, objectives and relevant measures. It is expected however that the Department will develop this further.

Importantly also, the suggested outcome measures are intended to be applied to the funding stream as a whole. Individual services will contribute to the achievement of those outcomes but it may not be possible to hold them wholly accountable for the extent to which the outcomes are achieved overall. In developing some of the suggested outcome measures it is assumed that the hub information system will be capable of capturing information about re-presentation of the same clients to the hub as a whole. These measures may not be viable in the context of current information systems capacity.

### **1. Services to prevent children and young people from being in need of care and protection**

This funding stream involves the greatest change from existing funding strategies and incorporates a total of seven existing programs.

#### *Description*

Services are directed at families, children and young people to address risk factors that may otherwise cause the children or young people to be in need of care and protection. Services should encompass positive strength based approaches that increase the capacities of families and young people to create a safe, protective environment, and improve their connectedness to the community and to available resources. Service approaches may incorporate a range of models including but not restricted to social casework and case management, therapeutic counselling services, skills development and enhancement, and practical support.

#### *Outcome*

Children and young people are prevented from being in need of care and protection.

#### *Service Objectives*

1. Identified risks to vulnerable families, children and young people are reduced.
2. Families, children and young people gain improved knowledge, skills and confidence to manage their lives and responsibilities, and increase their resilience.
3. Relationships develop and improve within families and with other supportive community members.
4. Families, children and young people are informed of and linked to appropriate community resources and networks.

#### *Outcome and Performance Measures*

##### (a) Outcome Measures

Two forms of outcome measure are proposed:

- Measures of outcome related results for service recipients
- Measures of overall population results achieved over time.

In relation to the former, the following possible measures are proposed:

- The percentage of service recipients who are either found to be in need of care and protection or the subject of substantiated child abuse or neglect notifications within 2 years following intervention
- Service provider and recipient assessments against the four service objectives.

In relation to the latter, the following possible measure is proposed:

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- Changes in the percentage of the overall 0-18 years population found to be in need of care and protection or the subject of substantiated child abuse or neglect notifications over time.

### (b) Performance Measures

These measures relate to performance in the delivery of the contracted services and should include relevant quantitative information including throughput and output data as well as information relating to service quality using mechanisms such as client satisfaction surveys.

### *Existing Funding Programs*

It is proposed that the following existing funding programs be incorporated under this more broadly based funding stream:

- Counselling Services
- Family Enhancement Services
- Home Visiting Services – At Risk
- Parenting – At Risk
- Practical In Home Support
- Services for Young People at Risk
- Youth Counselling Services.

## **2. Services to prevent or reduce family and domestic violence**

As there is only one current funding program relevant to this outcome based stream, no major change is envisaged, apart from providing the outcomes based context as well as greater flexibility around service types, in line with the less prescriptive approach to funding proposed in this report.

### *Description*

Services are directed at adults, young people and children in circumstances where family and domestic violence has occurred or is likely to occur. Services ensure women and children experiencing or at risk of family or domestic violence are safe and help them find solutions to issues both practical and personal that have arisen as a result of the family and domestic violence. Services working with those responsible for family and domestic violence assist them to accept responsibility, recognise the impact of their behaviour on others and to change their behaviour. Service approaches may incorporate a range of models including but not restricted to counselling, advocacy and support services.

### *Outcome*

Adults, young people and children are safe from family and domestic violence and are able to resolve issues that have arisen from past violence.

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### *Service Objectives*

1. Clients are provided with direct support or assisted to access other services to enhance their safety and wellbeing.
2. Clients have the harmful effects of family and domestic violence reduced.
3. Perpetrators of family and domestic violence and abuse accept responsibility for and develop knowledge and skills to stop its occurrence.
4. Parents/carers are assisted to access services and supports for children.

### *Outcome and Performance Measures*

#### (a) Outcome Measures

Two forms of outcome measure are proposed:

- Measures of outcome related results for service recipients
- Measures of overall population results achieved over time.

In relation to the former, the following possible measures are proposed:

- Number of service recipients who report experiencing family or domestic violence in the two years subsequent to intervention
- Number of service recipients who are reported to perpetrate family or domestic violence in the two years subsequent to intervention
- Service provider and recipient assessments against the four service objectives.

In relation to the latter, the following possible measure is proposed:

- Changes in the rates of reported family and domestic violence and in the numbers of deaths and injuries resulting from family domestic violence over time.

#### (b) Performance Measures

These measures relate to performance in the delivery of the contracted services and should include relevant quantitative information including throughput and output data as well as information relating to service quality using mechanisms such as client satisfaction surveys.

### *Existing Funding Programs*

One existing funding program would be suitable for incorporation under this funding stream:

- Family and Domestic Violence Counselling, Advocacy and Support Services.

### **3. Services to prevent or alleviate financial crisis**

Similar to the previous stream no major change is envisaged to current services funded under this funding stream, apart from providing the outcomes based context as

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well as greater flexibility around service types, in line with the less prescriptive approach to funding proposed in this report. The two current funding programs are highly prescriptive in relation to service type and methodology and a broader outcomes focus will allow a more diverse range of service responses in future.

### ***Description***

Services are directed at individuals and families on low incomes and who are experiencing financial difficulties with a view to assisting them to address their financial difficulties and prevent or alleviate financial crisis. Service approaches may incorporate a range of models including but not restricted to financial counselling, advocacy, referral and no interest loans for essential items.

### ***Outcome***

Individuals and families on low incomes avert the risk of financial crisis or successfully recover from that crisis.

### ***Service Objectives***

1. The capacity of individuals and communities to find solutions to financial difficulties is enhanced through increased knowledge, skills and confidence
2. People experiencing financial difficulties access financial entitlements available to them.
3. People in financial crisis have reduced creditor pressure including legal action.
4. People are assisted, where possible, to avoid eviction or to access appropriate housing.
5. People are assisted, where possible, to retain essential goods / or services.
6. People experiencing financial hardship are assisted to maintain connection to essential utilities.
7. Loans are used to purchase items which make a positive contribution to the customer's circumstances.

### ***Outcome and Performance Measures***

#### **(a) Outcome Measures**

Two forms of outcome measure are proposed:

- Measures of outcome related results for service recipients
- Measures of overall population results achieved over time.

In relation to the former, the following possible measures are proposed:

- Number of service recipients who present with further financial crisis within two years of intervention.
- Service provider and recipient assessments against the four service objectives.

In relation to the latter, the following possible measure is proposed:

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- Changes in the rates of evictions and disconnection from essential services over time.

### (b) Performance Measures

These measures relate to performance in the delivery of the contracted services and should include relevant quantitative information including throughput and output data as well as information relating to service quality using mechanisms such as client satisfaction surveys.

### *Existing Funding Programs*

Two existing funding programs would be suitable for incorporation under this funding stream:

- Financial Counselling
- No Interest Loans Service

## 4. Service Integration

This funding stream will represent a new area of funding for the Department, through the establishment and funding of Family Support Hubs as outlined in the Secondary Family Support State Plan 2010-2013 (the State Plan).

### *Service Description*

A lead agency will be funded in each district with responsibility for establishing and supporting the hub service alliance as well as providing the common entry point for hub services. The operating details are outlined in detail in the Operating Framework for Secondary Family Support Hubs available on [www.whereto.org.au](http://www.whereto.org.au)

### *Outcomes*

The high level outcome statement outlined in the State Plan has been translated into two Client Outcomes in the Evaluation Plan – Secondary Family Support Hubs, also available on [www.whereto.org.au](http://www.whereto.org.au). As these are to form the basis of the evaluation of this initiative, they should also be adopted as the outcomes for this funding stream.

They are as follows:

Client Outcomes:

- Improved safety, stability and development of children and young people
- Stronger capacity for vulnerable families to care for children and young people in the community without the requirement for Child Protection intervention.

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### ***Service Objectives***

The Objectives in the State Plan are:

- The family support hub will provide integrated services to support families and individuals to maximise or promote the developmental needs, safety and wellbeing of at risk children.
- The family support hub will provide integrated services to families and individuals to address the risks and crises that they experience.

Again, these have been further refined for evaluation purposes into six System Impacts in the Evaluation Plan referred to above. These Service Impacts should be adopted as the Service Objectives for the Service Integration funding stream. They are:

- Better integration and coordination of services to children and families
- Improved access to Secondary Family Support Services by vulnerable and at-risk children and families
- Increased Service System capacity to intervene with vulnerable children and families
- Effective diversion of vulnerable children and families from Child Protection (or minimised progression)
- Increase in Aboriginal representation in Family Support Services
- Reduction in Aboriginal overrepresentation in Child Protection.

### ***Outcome and Performance Measures***

The Evaluation Plan referred to above details a comprehensive list of outcome and service performance measures which do not need repeating in this report.

### ***Existing Funding Programs***

There are no existing funding programs that would fit under this funding stream.

## **Service Funding Priorities**

Although reports from service providers and Departmental staff alike indicate that all services are under pressure and unable to respond adequately to community needs, it is in relation to services to prevent children and young people from being in need of care and protection that the greatest gaps are apparent.

The current funding programs relevant to this service strategy lack both comprehensiveness and adequate geographical coverage. The flexibilities associated with an outcome based funding strategy will go some of the way to allow a more comprehensive response to the needs of families, young people and children, however the overwhelming lack of investment in this area is the major obstacle to a comprehensive service response.

## Review of Secondary Family Support Funding Programs

A KPMG analysis of comparable investment in this service area between Western Australia and Victoria<sup>10</sup> demonstrated an investment of \$41.65 per head of 0-18 year olds in Victoria compared with \$21.87 in Western Australia. Taking into account the impact of the isolation factor on the costs of delivering equivalent services to the Western Australian population and this gap is magnified several fold.

Interviewees and survey respondents reported a need for casework support to families, including the ability to provide comprehensive “wrap around” support/holistic approach/working alongside families, as well as a need for intensive in home support, including practical support, for many vulnerable families. Importantly though, it was emphasised that service models should not be overly prescriptive and should allow the flexibility to take different approaches according to the needs of different communities and to tailor the services to the individual needs of families and young people. The Victorian Integrated Family Services program provides a model of a more comprehensive and flexible approach to funding in this area.

A need for a particular focus on the needs of Aboriginal children and families was also emphasised, particularly in remote areas. Most importantly it was emphasised that services need to be flexible and culturally appropriate to Aboriginal people.

### Procurement Strategies

A key plank in planned Government procurement reform is a shift from prescribing inputs to focusing on outcomes. This fits well with the recommended restructure of funding programs outlined in this report. Importantly however, it is not possible to purchase outcomes. They occur later and the extent to which they are achieved is the measure of the effectiveness of the purchased service.

Another key aspect of the planned reform is that government agencies should work with not-for-profit organisations to identify community needs and strategic responses – in other words the outputs that are designed to achieve the desired outcome. It is these outputs that can be costed and subject to a contract for services. This is consistent with widespread support by informants to this review for a collaborative “bottom up” approach whereby locally designed solutions can emerge.

The integrated hub model proposed at a district level in the State Plan provides the perfect vehicle for this consultative process to develop the service models most relevant to the needs of particular communities. It is suggested that this approach should apply, not only to decisions on the deployment of new funds, but also to ensure that existing resources are used to best effect in responding to community needs. The flexibilities associated with an outcomes based framework should make it possible for agencies to readily negotiate changes to funded services to better respond to new and emerging community needs.

Another key aspect of the planned reform involves using the most appropriate procurement mechanisms to ensure the provision of sustainable services that best meet community needs. Numerous respondents to this review have described the

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<sup>10</sup> KPMG, “Secondary Family Support Service Hubs – Resource Model” prepared for the Department for Child Protection, 2011, pg. 9-10.

## **Review of Secondary Family Support Funding Programs**

corrosive effects of competitive tendering on the sector and see this as a major impediment to effective collaboration. A number of alternative models have been cited including preferred provider and lead agency brokerage models.

The Victorian Integrated Family Service program provides an interesting example of a collaborative funding approach. Under their model the Department selects the lead agency for a catchment through a tendering process; however the allocation of funds for services within the catchment is decided by the member agencies in partnership with the Department. It is through this model that issues such as who is best placed to provide a particular service can be determined collaboratively within the alliance.

Such a collaborative approach to service funding would be very much in keeping with the aims and ethos of the State Plan and would appear to be consistent with Government procurement reform.

## Chapter 4 – Summary & Conclusions

The driving motivation behind this review was to establish a coherent framework for secondary family support funding prior to the establishment of Family Support Hubs. It was recognised that current service capacity will be unable to respond adequately to the additional demand generated by the establishment of hubs as locally recognised and accessible entry points to secondary family support services. This is reflective of a level of underlying need clearly evident to both Departmental and community sector practitioners that does not emerge in current service statistics as there is often no available service to respond to that need.

The current funding structure, with its multitude of narrowly based and prescriptive funding programs, is not adequate to fulfil the vision of the Secondary Family Support State Plan 2010-2013. Nor does it provide an adequate framework to go to the community sector for proposals for service responses that will replace current service gaps with a comprehensive range of family support services responsive to the needs of families, children and young people who are at risk or facing imminent crisis.

The proposed solution is to replace ten existing programs that are largely based on highly prescribed inputs, with a single Secondary Family Support Funding Strategy comprising three outcomes based service streams and a new Service Integration stream that will accommodate the funding of Family Support Hubs. Under this model, each funding stream will be broadly based around the achievement of defined outcomes and will contain sufficient flexibility to facilitate the development of innovative locally based service solutions to achieve those outcomes.

It is acknowledged that service agreements will need to define the outputs that agencies are contracted to deliver in order to achieve the desired outcomes, however it is important that there is sufficient flexibility in funding arrangements for those outputs to be re-negotiated as new needs emerge or more effective service responses become evident. Such a model would provide an incentive to continuous improvement in agency service responses rather than a need to continue justifying the status quo as is the case with the current funding models.

### **Recommendation 1**

A policy and strategic framework should be established for Secondary Family Support Services with the following strategic intent:

Children, families and individuals are able to resolve crises and promote the safety and wellbeing of themselves and their family members.

### **Recommendation 2**

An outcome based Secondary Family Support Funding Strategy should be established with the following funding streams:

- Services to prevent children and young people from being in need of care and protection;
- Services to prevent or reduce family and domestic violence;
- Services to prevent or alleviate financial crisis;
- Service Integration.

### **Recommendation 3**

The following current funding programs should be incorporated under the relevant funding streams of the Secondary Family Support Funding Strategy:

- Counselling Services
- Family and Domestic Violence Counselling, Advocacy and Support Services
- Family Enhancement Services
- Financial Counselling
- Home Visiting Services – At Risk
- No Interest Loans Service
- Parenting – At Risk
- Practical In Home Support
- Services for Young People at Risk
- Youth Counselling Services

### **Recommendation 4**

There should be sufficient flexibility in service agreements to allow renegotiation of the required service outputs as needs change or more effective service approaches to achieving the required outcomes emerge.

A key feature of the Secondary Family Support State Plan is the development, through Family Support Hubs, of an integrated service response to the needs of families, children and young people, based on a strong ethos of interagency collaboration and partnership. That will necessarily require close consultation with agencies at a local level to determine the appropriate mix of services to respond to local needs.

Feedback from a number of community sector agencies has been that competitive tendering is a major impediment to effective collaboration. They have urged that consideration be given to more collaborative processes at a local level to determine the relevant service types and the allocation of funds. Examples of similar collaborative approaches to funding such as the Commonwealth Communities for Children and the Victorian Integrated Family Services programs are discussed in this report.

### **Recommendation 5**

The Department should work collaboratively with community agencies at a local level to determine the service responses best suited to achieving the required outcomes in that area, and should also consider adopting collaborative models for the allocation of funds between agencies.

## **Appendices**

**Appendix 1 – Review of Secondary Family Support Funding Programs  
Consultation Paper**

**Appendix 2 – Review of Secondary Family Support Funding Programs –  
Summary of Survey Results**

## ***Appendix 1 – Review of Secondary Family Support Funding Programs Consultation Paper***

### **1. Background**

The Secondary Family Support State Plan 2010-2013 (the State Plan) proposes the development of a State-wide network of high quality integrated services that support children, individuals and families to address the risks and crises that they experience through the establishment of secondary family support hubs.

In order to achieve the outcome and objectives outlined in the State Plan through the establishment of secondary family support hubs, those hubs will need to comprise a comprehensive range of integrated family support services that are aligned to and adequate to meet community needs.

In addition, in the context of proposed Government procurement reform, as well as issues emerging through the Partnership Forum, it is timely to take stock of the Department's current family support funding structures and the extent to which they are responding adequately to community needs.

For these reasons it has been decided to conduct a review of the Department's (DCP) secondary family support funding programs with a view to:

- developing an integrated family support funding outcome framework, consistent with Government procurement reform and increased flexibility to respond to changing needs; and
- implementing improved planning and information sharing processes to provide clearer identification of the needs for secondary family support services at a State and district level and current service gaps.

The review will not focus on individual funded services. It will consider the overarching strategic and policy frameworks as well as developing a better shared understanding of community need.

### **2. Consultation Strategy**

This consultation paper is designed to seek input by key stakeholders into some of the key issues associated with this review. In addition it is intended that an electronic survey will be forwarded to all funded agencies and DCP District Directors to gain their input into these issues. These consultations will guide the development of an outcomes based framework for the future procurement of secondary family support services as well as identifying key areas of unmet need. Further detailed consultations will continue to occur around the development of future funding and service strategies to response to identified needs.

### 3. Defining Secondary Family Support Services

Secondary family support services are provided to families, children and young people who are at risk or facing the likelihood of immediate crisis. They are the services aimed at averting the need for a tertiary or crisis response or in some cases supporting families or individuals to re-establish themselves following tertiary or crisis intervention.

Secondary family support is not currently a term used to formally describe or define any funding program or group of programs, so the first question for this review is defining exactly what current funding programs might come under the general banner of secondary family support services.

The State Plan identifies the following service groups as potentially forming family support hubs:

- Intensive family support and other counselling services;
- Targeted parenting services;
- Homelessness services;
- Family and domestic violence services;
- Services for young people; and
- Targeted community support.

The following current DCP funded programmes have been identified as potentially coming under the definition of secondary family support services:

- Counselling Services
- Family and Domestic Violence Counselling Services – State
- Financial Counselling
- Home Visiting Services – At Risk
- No Interest Loans Scheme
- Parenting – At Risk
- Practical In Home Support
- Services for Young People - State
- Youth Counselling – State

In addition to the above funding programs, Specialised Homelessness Services should clearly form part of any conceptual framework relating to secondary family support, but are not included in the scope of this review, because of the Commonwealth/State national agreement and joint funding arrangements.

Also the Family Enhancement Program, although currently included with a suite of tertiary programs under Intensive Family Support, possibly fits more appropriately under secondary family support.

#### **Consultation Questions:**

**3.1 Is it agreed that the above services fall within the definition of secondary family support services, and if not why?**

### 3.2 Are there other DCP funded services that should be included?

#### 4. Overarching Policy and Strategic Framework

The outcome and objectives of the State Plan are as follows:

**Outcome:**

Children, families and individuals are able to resolve crises and promote the safety and wellbeing of themselves and their family members.

**Objectives:**

- The family support hub will provide integrated services to support families and individuals to maximise or promote the developmental needs, safety and wellbeing of at risk children.
- The family support hub will provide integrated services to families and individuals to address the risks and crises that they experience.

Whilst the State Plan provides an overarching policy and strategic framework for family support hubs, no such framework currently exists in any formal sense with respect to the individual funding programs. These programs each have their own statements of outcomes and objectives and were developed at different times in response to different needs.

The outcome statement in the State Plan potentially provides the basis for a unifying broad statement of community outcomes for all of the funded secondary family support services and the basis for an overarching policy and strategic framework. Within that policy and strategic context, more specific community outcomes could become the basis for particular funding strategies. Based on the current programs funded under the Department's Outcome Area 3 and fitting the definition of secondary family support, key strategic elements of that framework might include:

- Services to prevent children and young people from being in need of care and protection;
- Services to prevent or reduce family and domestic violence;
- Services to prevent or alleviate financial crisis; and
- Services to prevent homelessness<sup>11</sup>.

Although these strategic elements may reflect current funding initiatives, the additional question arises as to whether additional or different outcome based strategies are required in order to adequately respond to the needs of families for secondary support. To answer this question it is necessary to examine the broader context of what other secondary support services exist, either funded by other sources (e.g. Commonwealth) or even directly provided by the Department.

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<sup>11</sup> As stated in the preceding section, homelessness services are not included in this programmatic review but would still form part of an overarching policy framework for secondary family support.

### **Consultation Questions:**

- 4.1 What might be the key components of an overarching policy and strategic framework for funded secondary family support services?**
- 4.2 Is the outcome statement in the State Plan suitable as a general statement of community outcome across all funded secondary family support services?**
- 4.3 Are the four outcome based service strategies listed appropriate as the key strategic elements of an integrated policy and strategic framework for secondary family support services?**
- 4.4 What are the other secondary family support programs that complement those funded through the community sector by the Department?**
- 4.5 Is the range and scope of current secondary family support services adequate to respond to community needs and are additional service strategies required?**
- 4.6 What are your other suggestions and views on this issue?**

## **5. A new outcomes based framework**

Currently DCP funding for secondary family support services is provided through a number of specifically focussed funding programs, some comprising only a single funded service. This is reflective of the divergent histories of these services and the fact that each was developed in response to a specific identified need. It provides a highly targeted approach to the distribution of funds.

However this approach does create a number of inflexibilities in the funding arrangements, with money locked into specific funding silos. A result is that funded agencies are often required to tailor their responses to identified community needs to the specific requirements of narrowly based service groups and the funding available under those programs. It also has the effect of increasing administrative burdens on agencies through often having to acquit multiple service agreements with respect to funded services that are highly interconnected at the delivery level.

With respect to grant-making, the Economic Audit Committee advocated approaches similar to LotteryWest's 'broad-banded' approach to grant-making which "allows community groups to think more broadly and strategically, and has at the same time reduced the administrative burden on both LotteryWest and recipients"<sup>12</sup>.

Similar logic might be applied to community funding through a more flexible and integrated approach to the procurement and funding of services that are directed to the

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<sup>12</sup> Economic Audit Committee Final Report, October 2009, p.71.

## Review of Secondary Family Support Funding Programs

same broad community outcome. Such an approach to funding would still allow the potential for funding streams that provide a particular strategic response to current identified needs, but would allow those strategic responses to change more easily as needs change or new priorities emerge. In particular it would allow greater flexibility of funding arrangements in small communities through the tailoring of funding agreements around combinations of more than one service strategy and could lead to a reduction in the number of service agreements and reporting requirements.

A key to any movement towards a more flexible and integrated approach would be to ensure that important priorities that underpin the current array of funding programs do not get lost. This could be achieved through the maintenance of funding streams that respond to specific current policy objectives and community needs within an overarching policy framework.

A State funded secondary family support program, based around the current funded programs, might for example comprise the following funding streams based on the key strategic outcomes suggested in the preceding section:

- Services to prevent children and young people from being in need of care and protection;
- Services to prevent or reduce family and domestic violence; and
- Services to prevent or alleviate financial crisis.

### **Consultation questions:**

- 5.1 What are the advantages and disadvantages of moving to a more flexible and integrated approach to the planning and procurement of secondary family support services?**
- 5.2 How could we best ensure that important policy priorities do not get lost under a more flexible and integrated approach?**
- 5.3 What other changes or options should be considered in terms of a future funding and outcomes framework for secondary family support services?**

## **6. Alignment with Government directions**

The reform process emanating from the Economic Audit Committee report includes work on the development of a new policy framework to define the funding relationships between the State Government and the community sector. The draft *Collaboration for Community Policy* is still under development.

### **Consultation questions:**

- 6.1 What changes will be required in the funding of secondary family support services in the context of future government policy directions?**

### 7. Service needs and gaps

In order to plan effectively for the future procurement and delivery of secondary family support services, it is necessary to develop a good understanding of the current service needs and the extent to which these are being adequately met by existing services. In particular it is important to differentiate between unmet demand in relation to current service provision and unmet need due to gaps in the range and types of services available.

For this reason a particular focus of this review will be on identifying those needs that are not being met by the current range of services from all funding sources, especially in achieving the outcome of reducing risks to children.

#### **Consultation questions:**

- 7.1 What are the key areas of need for secondary family support services?**
- 7.2 Are there currently areas of unmet demand due to gaps in the range and types of services available? (If so specify and indicate if response is based on statewide information or relates to a particular area of the State).**
- 7.3 What types of services are needed to address areas of unmet community need particularly in relation to reducing risks to children?**

### 8. Other issues

#### **Consultation question:**

- 8.1 Is there anything else that needs to be considered by the Department in its review of secondary family support services?**

**Appendix 2 - Review of Secondary Family Support Funding Programmes - Summary of Survey Results**

1. Are you responding to this survey as an employee of the Department for Child Protection or Non Government Organisation?

|                                 | Response % | Response Count |
|---------------------------------|------------|----------------|
| Department for Child Protection | 16.3%      | 14             |
| Non Government Organisation     | 83.7%      | 72             |

2. Please identify through which Department for Child Protection funding programme/s your agency receives it's funding.

| Funding Programme  | Response %   | Response Count |
|--|--------------|----------------|
| Adoption Services  | 1.6%         | 1              |
| Child Migrant Trust  | 1.6%         | 1              |
| Counselling Services   | 12.5%        | 8              |
| CREATE Foundation  | 1.6%         | 1              |
| Family & Domestic Violence Case Management & Coordination Services           | 15.6%        | 10             |
| Family & Domestic Violence Counselling                                       | 17.2%        | 11             |
| Family Abuse Intervention - Child Sexual Abuse                               | 6.3%         | 4              |
| <b>Financial Counselling</b>   | <b>23.4%</b> | <b>15</b>      |
| Home Visiting Services - At Risk   | 1.6%         | 1              |
| Indigenous Family Program  | 3.1%         | 2              |
| Industry Development – Domestic Violence                                     | 0.0%         | 0              |
| Leaving Care Service   | 1.6%         | 1              |
| National Partnership Agreement Domestic Violence Outreach                    | 6.3%         | 4              |
| National Partnership Agreement Homelessness Accommodation Support Workers    | 21.9%        | 14             |
| National Partnership Agreement Housing Support Workers - Corrective Services | 1.6%         | 1              |
| National Partnership Agreement Housing Support Workers – Drug and Alcohol    | 4.7%         | 3              |
| National Partnership Agreement Housing Support Workers - Mental Health       | 1.6%         | 1              |
| National Partnership Agreement Private Tenancy Support Services              | 7.8%         | 5              |
| National Partnership Agreement Public Tenancy Support Services               | 7.8%         | 5              |
| National Partnership Agreement Remote Rough Sleepers                         | 1.6%         | 1              |
| National Partnership Agreement Safe at Home                                  | 6.3%         | 4              |
| National Partnership Agreement Street to Home – Assertive Outreach Teams     | 1.6%         | 1              |
| National Partnership Agreement Street to Home –                              |              |                |

## Review of Secondary Family Support Funding Programs

|  |       |    |
|--|-------|----|
| Housing Support Workers  | 4.7%  | 3  |
| National Partnership Agreement Support for Children in Homeless Families                     | 7.8%  | 5  |
| National Partnership Agreement Young Women Leaving Child Protection Services                 | 0.0%  | 0  |
| No Interest Loans Scheme   | 4.7%  | 3  |
| Parenting – At Risk Children   | 1.6%  | 1  |
| Placement Services   | 6.3%  | 4  |
| Services for Young People - State  | 17.2% | 11 |
| Specialist Homelessness Services Family & Domestic Violence Accommodation & Support Services | 6.3%  | 4  |
| Specialist Homelessness Services Homeless Accommodation Support Services – Adults            | 10.9% | 7  |
| Specialist Homelessness Services Leaving Care Services                                       | 0.0%  | 0  |
| Specialist Homelessness Services Meals   | 0.0%  | 0  |
| Specialist Homelessness Services Youth Accommodation and Support Services                    | 10.9% | 7  |
| Support and Advocacy – Practical In Home Support   | 0.0%  | 0  |
| Youth Counselling  | 6.3%  | 4  |

### 3. Please identify in which district/s your agency provides its service/s.

| District       | Response %   | Response Count |
|----------------|--------------|----------------|
| Armadale       | 18.8%        | 12             |
| Cannington     | 18.8%        | 12             |
| Fremantle      | 15.6%        | 10             |
| Joondalup      | 20.3%        | 13             |
| Midland        | 21.9%        | 14             |
| Mirrabooka     | 10.9%        | 7              |
| <b>Perth</b>   | <b>23.4%</b> | <b>15</b>      |
| Rockingham     | 14.1%        | 9              |
| East Kimberley | 4.7%         | 3              |
| West Kimberley | 4.7%         | 3              |
| Peel           | 7.8%         | 5              |
| South West     | 6.3%         | 4              |
| Great Southern | 6.3%         | 4              |
| Pilbara        | 6.3%         | 4              |
| Murchison      | 7.8%         | 5              |
| Goldfields     | 7.8%         | 5              |
| Wheatbelt      | 6.3%         | 4              |

## Review of Secondary Family Support Funding Programs

4. The following current DCP funded programmes have been identified as potentially coming under the definition of secondary family support services. Do you agree that these services fall within the definition of secondary family support services?

|   | YES               | NO         | UNSURE            | Response Count |
|---|-------------------|------------|-------------------|----------------|
| Counselling Services                          | <b>89.3% (67)</b> | 4.0% (3)   | 6.7% (5)          | 75             |
| Family and Domestic Violence Services - State | <b>90.7% (68)</b> | 5.3% (4)   | 4.0% (3)          | 75             |
| Financial Counselling                         | <b>88.0% (66)</b> | 4.0% (3)   | 8.0% (6)          | 75             |
| Home Visiting Services – At Risk              | <b>85.3% (64)</b> | 5.3% (4)   | 9.3% (7)          | 75             |
| No Interest Loans Scheme                      | <b>50.7% (38)</b> | 28.0% (21) | 21.3% (16)        | 75             |
| Parenting – At Risk                           | <b>97.3% (73)</b> | 1.3% (1)   | 1.3% (1)          | 75             |
| Practical In Home Support                     | <b>85.3% (64)</b> | 5.3% (4)   | 9.3% (7)          | 75             |
| Services for Young People at Risk - State     | <b>89.3% (67)</b> | 5.3% (4)   | 5.3% (4)          | 75             |
| Youth Counselling Services - State            | <b>92.0% (69)</b> | 2.7% (2)   | 5.3% (4)          | 75             |
| Family Enhancement Programs                   | <b>82.7% (62)</b> | 2.7% (2)   | 14.7% (11)        | 75             |
| Other   | 24.0% (18)        | 16.0% (12) | <b>60.0% (45)</b> | 75             |

The following suggestions were provided for OTHER funding programmes as potentially coming under the definition of secondary family support services.

- Tenancy Advocacy – avoid homelessness.
- Homelessness?
- Unsure of all DCP funded services – housing/tenancy? Drug and Alcohol Programs?
- We provide peri natal mental health counselling.
- Respite.
- Respite care.
- Respite.
- Legal assistance for housing, longer term accommodation, property issues and custody issues.
- Specialist CALD services to ensure equitable access to the above for CALD clients.

## Review of Secondary Family Support Funding Programs

5. How **APPROPRIATE** are the listed key strategic elements in forming an integrated policy and strategic framework for secondary family support services? Please rate where 1 is 'highly inappropriate' and 5 is 'highly appropriate'.

|   | 1- highly appropriate | 2- inappropriate | 3- neutral | 4- appropriate | 5- highly appropriate | Rating Average |
|---|-----------------------|------------------|------------|----------------|-----------------------|----------------|
| Services to prevent children and young people from being in need of care and protection | 12.9% (9)             | 0.0% (0)         | 2.9% (2)   | 22.9% (16)     | <b>61.4% (43)</b>     | 4.20           |
| Services to prevent or reduce family and domestic violence                              | 12.9% (9)             | 0.0% (0)         | 1.4% (1)   | 20.0% (14)     | <b>65.7% (46)</b>     | 4.26           |
| Services to prevent or alleviate financial crisis                                       | 12.9% (9)             | 1.4% (1)         | 7.1% (5)   | 32.9% (23)     | <b>45.7% (32)</b>     | 3.97           |
| Services to prevent Homelessness  | 11.4% (8)             | 1.4% (1)         | 7.1% (5)   | 22.9% (16)     | <b>57.1% (40)</b>     | 4.13           |

6. Are there other key strategic elements that should be considered? If yes, please specify.

|            | Response % | Response Count |
|------------|------------|----------------|
| <b>YES</b> | 37.1%      | 26             |
| <b>NO</b>  | 62.9%      | 44             |

- Education of all children in protective behaviours.
- Links with health services that target substance misuse.
- Mental health, disability factors, aboriginal services, emergency relief for mental health.
- Indigenous specific support because not all main stream are appropriate.
- Home visiting services to address parenting issues.
- Substance and Drug abuse.
- Services to enhance family relationships.
- Services to address the impact of issues at school and with the law on families.
- Direct links to preventative drug& alcohol services, and support services for mental health.
- You haven't been very specific. Parenting skills development is a key area covered by Responsible Parenting Services – DCP.
- Services that promote social inclusion to reduce feelings of isolation.
- A strategy to recognise health related problems - mental health, Drug and Alcohol, personal counselling etc?
- Services to develop community and family resilience.

## Review of Secondary Family Support Funding Programs

- Services to prevent historic health issues related to poor nutrition and Services to prevent historic issues related to poor educational outcomes to Indigenous people.
- Location of people in need of services i.e. remote, very remote.
- Positive social inclusion/healthy relationship programs that enable families to participate in the mainstream community.
- Services to children and youth to promote healthy living.
- Healthy Relationships, Community and Neighbourhood Support Programs to strengthen social networks.
- Services that improve parental skills and knowledge, and services that educate cultural diversity.
- Isolation of families in rural areas services need mobility to reach small towns and farms.
- Mental illness issues, co morbidity, support, counselling and skilling and management of parent/s.
- Legal services for those women and children who are unsure of their legal rights and thus process – entitlements.
- Accessibility and appropriateness of services - ie. Specialist services to ensure equitable access to all in need.
- Preventing drug and alcohol abuse. Mental health early intervention and maintenance

**7. Are there any other secondary family support programs, FUNDED BY OTHER SOURCES, that complement those funded by the Department for Child Protection? If yes, please specify.**

|            | <b>Response %</b> | <b>Response Count</b> |
|------------|-------------------|-----------------------|
| <b>YES</b> | 48.4%             | 31                    |
| <b>NO</b>  | 51.6%             | 33                    |

- Midland community forum (not funded).
- Commonwealth Funded FAHCSIA.
- FaCHSIA.
- Reconnect.
- Indigenous at Risk family support program funded from Fahcsia, Indigenous children's Court support funded by Public Purposes trust.
- Communities for children plus program - funded by FAHCSIA 7 Commonwealth financial counselling.
- One example would be the role various churches take in supporting families.
- Settlement services for refugee families - gaps between Commonwealth & State services.
- Parenting WA.
- Juvenile Justice Supports.
- Community Legal Centre Services, Tenant Advocacy Services, Mental Health Services, Drug and Alcohol Services.
- Drug and alcohol, counselling (individual/family/children).
- FAHCSIA counselling and DV services Federal Attorney general funded separation services, Health and Aging funded counselling and educational outreach programmes.
- ReaCh - Fahcshia and others under the FSRP framework.

## Review of Secondary Family Support Funding Programs

- Peri natal Mental Health, Aboriginal Services, Health Services (child and community).
- Drug and Alcohol (DoHA), Community Support Programs (DfC), Settlement Grants (DIAC).
- Family Support, Youth Services and Parenting Services funded by DFC.
- DEEWR funded PaCE Projects.
- Department of Housing - Supported Housing Assistance Program and Indigenous.
- Tenancy Support Service. Also Department of Commerce - Tenants Education and Advocacy Service and Federal Attorney General's Office Community Legal Service Program - Legal Advice in Family Law.
- Family Relationship Centres.
- Healthways fund social inclusion programs that aim to reduce isolation a
- Contributing risk factor to FDV.
- Emergency relief.
- Any other support programs that have an holistic approach.
- Street workers, GRAMS, Yamatji D/V Program, Wildfire Programs for Youth.
- Kids in focus programme run by Women's health and family services and funded by FACHSIA.
- Some Council, Lotterywest, etc. provide for programs with small amounts of funding.
- Mental health, Drug and alcohol funded services and commonwealth funded programs in counselling and support.
- Community Legal Services and Refuges.
- Mental health support.
- Drug and alcohol abuse prevention, Mental Health programs.

**8. Do you agree or disagree with moving towards a more flexible and integrated approach to funding of secondary family support services? If you disagree please explain why.**

|                 | <b>Response %</b> | <b>Response Count</b> |
|-----------------|-------------------|-----------------------|
| <b>AGREE</b>    | 85.5%             | 59                    |
| <b>DISAGREE</b> | 14.5%             | 10                    |

- Presently in all our services we use a case management approach, reinventing the wheel means greater costs associated loss of specialist service provision.
- Loss of specialist service provision.
- The Lotterywest broad banded approach to grant making needs further explanation. Not sure that the EAC advocates approaches similar to Lotterywest.
- Basically agree but would be very concerned about the transition from what currently happens to any future model. It could get very messy unless well thought through and carefully handled.
- So many people need help out there.
- Provided agencies chosen are monitored for outcomes.
- Requires much further discussion. Organisations require stability of funding to ensure retention of skilled staff to deliver services to "at risk" clients.
- Lotterywest provides funding on a short term support basis not as core ongoing funding for services, they do not have the State's contractual

## Review of Secondary Family Support Funding Programs

requirements to ensure continuity and consistency of high quality services provided by trained and qualified staff to ensure that protection of children is the number one priority. It is short term project based funding model that provides no stability for good governance and longer term planning.

- As long as it is really funded.
- Have the results of centralisation on sub regional rural communities been considered?
- But do agree if this provides additional funding and flexibility and does not squeeze out existing services.
- From experience with clients this might be a nice theory but hard to achieve in practical life, particularly in rural communities.
- Difficult to comment on terms like flexibility etc basically would benefit from specific example and information.

### 9. Are there any other changes or options that should be considered in terms of a future funding and outcomes framework for secondary family support services?

|     | Response % | Response Count |
|-----|------------|----------------|
| YES | 52.3%      | 34             |
| NO  | 47.7%      | 31             |

- Could funding occur for multiple years, such as for 3 years?
- Funding for smaller agencies. Difficult to be strategic within small, infrequent, or non recurrent timeframes.
- Adequate funding to provide the integrated services.
- Long term funding i.e. five years.
- All agencies should be required to case manage and goal set, this would make obsolete the need to have hubs.
- Decentralisation of decision making around funding to regional level.
- Look at some programs that smaller agencies may be running that are going well, but do not have recurrent funding or appropriate size grants for the particular programs and need to be recognised. NOT just looking at the big agencies.
- NGO's should be funded appropriately to provide the services where there is a need in the community.
- Funding for localised services to make them more accessible.
- Access to some sort of private housing loan scheme.
- There is the danger that services providing excellent client provision and who are well connected may be considered unnecessary in a new framework. The expertise being exercised could easily be lost unless the transition is very well managed.
- Location of Service.
- Being very realistic as to the actual cost of infra-structure as opposed to the FTE required with built in recognition/response for future growth and unplanned/anticipated increase demand.
- It seems to me that Health Dept, particularly for mental health and child and community health, need to be part of this and Dept for Communities – Parenting WA. If the Govt wants to streamline things it should be aiming for a one stop shop/referral process.

## Review of Secondary Family Support Funding Programs

- There is a need to ensure indigenous and multicultural service provision is assured.
- Monitoring and careful selection on more than just popularity/network – previous achievements/outcomes.
- Agencies having less competition for funding.
- Where organisations are currently providing an integrated range of services, consider examining those models along with assessing any new structures.
- Need to ensure reasonable infrastructure costs are funded and ensure there is parity in wages for non government employees.
- More funding to services themselves, not just hub coordination.
- There should be capital works funding or Lease funding to have a central base for part of the agencies for the Hubs. There needs to be a contractual variation that the DCP funded services are required to be part of the Hub model. A mapping exercise needs to be done to look at areas where there are gaps in DCP services. Then additional funding needs to be rolled out to ensure a full range of services is available in each Hub area to refer families to. There needs to be sufficient funding for the Lead agency, this is difficult to determine so there needs to be the ability to increase AFL dependant upon demand. Assessments need to be consistent and need to be done in a timely manner. A lot of time needs to be devoted to quality assurance and ongoing training to ensure Protection of Children and Young people is the priority and that families are referred to DCP in cases where Children and Young people are at risk or where abuse or neglect has already occurred.
- Funding to equal support services requirements.
- Expand on current hubs that are known to be working well within communities.
- Organisations Mission.
- Tri-annual rather than annual funding to allow development within time frames and to meet outcomes required.
- Discussion of this issue at peak level human services committees would be useful.
- A more clear or defined questions in reporting templates specific to other family support services.
- Funding should be determined on productivity and outcomes delivered by services and not simply on the concept that multiple agencies should be available to deliver the same service.
- Has consideration been made to expand services such as Minnowarra House to cater for expanded population of children, youth, family and community issues.
- Significant funding increase for existing DCP funded services would be required to meet the demand.
- Funded organisations to reach rural, isolated and indigenous families.
- More specifically funding has not to date addressed population growth or increased demands of supportive services.
- Access to interpreting services should be considered at the planning stages.
- Services are funded at the true cost of providing the service.

Review of Secondary Family Support Funding Programs

10. To what extent do current services MEET COMMUNITY NEEDS in relation to the following outcome based strategies: Please rate where 1 is 'not at all' and 5 is 'to a large extent'.

|   | 1- not at all | 2- limited extent | 3- neutral | 4- certain extent | 5- large extent | Rating Average |
|---|---------------|-------------------|------------|-------------------|-----------------|----------------|
| Services to prevent children and young people from being in need of care and protection | 1.5% (1)      | <b>43.1% (28)</b> | 4.6% (3)   | 41.5% (27)        | 9.2% (6)        | 3.14           |
| Services to prevent or reduce family and domestic violence                              | 3.1% (2)      | <b>41.5% (27)</b> | 3.1% (2)   | 40.0% (26)        | 12.3% (8)       | 3.17           |
| Services to prevent or alleviate financial crisis                                       | 6.2% (4)      | 29.2% (19)        | 15.4% (10) | <b>35.4% (23)</b> | 13.8% (9)       | 3.22           |
| Services to prevent Homelessness  | 4.6% (3)      | <b>43.1% (28)</b> | 10.8% (7)  | 29.2% (19)        | 12.3% (8)       | 3.02           |

11. Are there any current unmet needs due to gaps in the range and type of services available?

|            | Response % | Response Count |
|------------|------------|----------------|
| <b>YES</b> | 84.5%      | 49             |
| <b>NO</b>  | 15.5%      | 9              |

12. A. Please identify a current unmet need due to gaps in the range and type of services available? (1<sup>ST</sup> PRIORITY) B. Please identify if this unmet need state-wide or in a particular district. C. Please identify what service is required to meet this need.

| Unmet Need                          | Location   | Service required to meet need  |
|-------------------------------------|------------|--|
| CALD clients with visa restrictions | South West | Legal Representation; free medical and interpreter services, access to income support and affordable housing |
| Adolescent Services                 | State-wide | Crisis housing and Support Services  |

## Review of Secondary Family Support Funding Programs

|   |   |   |
|---|---|---|
| Population of low income earners means only few can access services due to strict eligibility criteria. Unmet demand not measured well  | City of Swan  | More financial counsellors – this is a huge area of need.   |
| Children not engaging in education  | West Kimberley  | Mentors in schools who work with families   |
| Accommodation for homeless women and children   | Wheatbelt   | Housing   |
| Parenting support for at risk families  | Great Southern  | Variety of such services aimed at addressing this   |
| Additional affordable housing options for the target groups   | Murchison   | Increase supply of community housing  |
| Medium to long term counselling services for women and children   | State-wide  | More domestic violence counselling services   |
| More clients with mental health issues  | Perth   | More mental health training for staff   |
| Affordable and secure housing options   | Great Southern  | Public housing/community housing – increased housing  |
| Indigenous family support that works in a holistic approach to the whole family, currently the funding is Commonwealth and limited.   | Belmont and surrounding areas such as Cannington zone | Some families need an agency they can go to and receive ongoing out reach services, that will start intensively in all aspects like keeping a person in housing, medical needs, education needs, standards needs etc. |
| I find it difficult to think that DCP is even asking this question, given that they actually require reports from all service providers which would capture what the unmet need is. |   |   |
| Refuge accommodation or alternative accommodation for DV victims or those finding themselves homeless.  | Joondalup and Perth – metro wide                      | Additional refuge accommodation or access to housing  |
| No women's DV group in the Joondalup DCP district   | Joondalup   | Relationships Australia who can no longer afford it.  |
| Substance and Drug abuse  | North East Metro                                      | Agency to provide support for family affected by drugs  |
| Family and relationship counselling and support   | Joondalup and districts                               | Family Support Counsellor   |
| I think services often exist but common problem is the waitlist   | North zone  | Additional services are required in all areas, particularly services such as New Pin and those  |

## Review of Secondary Family Support Funding Programs

|   |                               |   |
|---|-------------------------------|---|
| and sometimes clients don't fit specific service.                           |                               | working to keep children out of care who are able to address a range of problems impacting on child safety, parenting and family functioning. |
| Counselling services for primary age children (below 12) and their families | State wide                    | Similar to PACS but for children under 12 and their families.   |
| Youth homelessness services   | Perth metro wide              | Youth homelessness services   |
| Immediate follow up for children not attending school                       | State-wide                    | School staff to notice, laws to require parents to send their kids to schools with REAL consequences if they don't.                           |
| Counselling   | Wheatbelt                     | Confidential access   |
| Provision of emergency relief – food  | Armadale district             | ER food outlets   |
| Family and domestic violence services                                       | State wide                    | FDV counselling/groups for men, women and children  |
| Children's counselling services   | State wide                    | More counselling services   |
| DV/FV children counselling  | South east metro              | Specialised skilled children's counselling services, especially for Aboriginal children   |
| Homelessness  | State wide                    | More services   |
| Greater emergency accommodation options                                     | Suburbs (not just inner city) | Accommodation and daily living services (ablutions, mail exchanges etc.)  |
| Mental Health for Young people  | Midland and surrounds         | Maybe Headspace   |
| Services do not visit families who are at risk and case manage them         | Fremantle                     | Home Visiting Service At Risk   |
| Appropriate Accommodation Support Services                                  | Broome                        | Supported accommodation for 15+ youth   |
| Specialist children's counselling   | Rockingham/Kwinana            | Dedicated children's counsellor   |
| All of the services as listed in question 10                                | Kalumburu WA 6740             | All government and NGO's that should deliver these services   |
| Housing support for those with a mental disability                          | Pilbara                       | Housing support for clients with a mental disability  |
| Inadequate housing, particularly indigenous                                 | Pilbara                       |   |
| Perpetrator Program   | Warren Blackwood              | Men's cooling off places  |

## Review of Secondary Family Support Funding Programs

|  |                    |  |
|--|--------------------|--|
| New immigrants who have limited English speaking skills  | Perth              | Services to help youth (ethnic groups) to integrate into the local community   |
| Low to no cost counselling   | Joondalup          | Family support counsellor  |
| Influx of remote Aboriginal peoples to regional areas (short term accommodation)   | Kalgoorlie/Boulder | Secondary children/family support services   |
| Appropriate management of technology e.g. facebook. Mobile phones, gaming, etc and impact on privacy, relationships, lifestyle, health and wellbeing | State wide         | educational programs relating to appropriate use of technology, raising parent awareness, impact on relationships, privacy and bullying repercussions, impact on sleep etc |
| Increased culturally sensitive support for CALD communities  | State wide         | Expand existing CALD specific services   |
| Youth and children homelessness  | State wide         | Tier if carers ready to provide immediate crisis care  |
| Support for families with mental health, co-morbidity of parents, children and persons in drug crisis  | Armadale           | Therapy, group work  |
| Supported accommodation and affordable housing options   | State wide         | Increase in supported accommodation options in the community rather than hostels, refuges etc and more affordable social housing options.                                  |
| Offering a broad range of legal assistance to women who are experiencing DV  | Rockingham         | Legal services for property and custody issues related to separations.   |
| Very limited mental health support in rural and isolated areas   | Great southern     | Availability of follow up services of mental health nurses/clinical psychologists for small and isolated areas.  |
| Cross cultural training for mainstream service providers   | Metro wide         | Mandatory cross cultural training as part of induction for workers   |
| Transport  | Peel               | Out reach services   |

**13. Are there any OTHER current unmet needs due to gaps in the range and type of services available?**

|            | <b>Response %</b> | <b>Response Count</b> |
|------------|-------------------|-----------------------|
| <b>YES</b> | 60.8%             | 31                    |
| <b>NO</b>  | 39.2%             | 20                    |

**14. A. Please identify a current unmet need due to gaps in the range and type of services available? (2<sup>nd</sup> PRIORITY) B. Please identify if this unmet need state-wide or in a particular district. C. Please identify what service is required to meet this need.**

| <b>Unmet Need</b>   | <b>Location</b>                         | <b>Service required to meet need</b>   |
|---|---|--|
| Mental Health   | South West                              | Working and accessible Mental Health system  |
| Disadvantaged groups not being addressed  | City of Swan                            | Tenancy advocates, disability advocates, aboriginal support advocates  |
| Support to children in safe at homes services   | Metro                                   | Funding to children worker in SAH  |
| Support for families with you people with onset of psychiatric illness/psychotic episodes | Great Southern                          | Respite and youth specific accommodation   |
| Limited indigenous children's court support with holistic family support                  | Belmont/Cannington zone and other areas | Currently there is one funded services through Jacaranda at \$45,000 per year which means that a full service can not be offered , there is demand for a service of at least 3 workers therefore there is an unmet need. |
| Youth accommodation services  | Joondalup and Perth Metro               | Youth accommodation services, accommodation, support and practical assistance  |
| Men's residential DV program and more funding to prevent children in care required        | Joondalup                               | Centrecare 'men's breathing space' and more money for uniting care intensive home services   |
| Housing   | North East Metro                        | Agency to act on behalf of people needing private rental   |
| Support for homeless  | Joondalup and districts                 | A place where homeless can shower and refresh and have a meal  |

## Review of Secondary Family Support Funding Programs

|  |                       |   |
|--|-----------------------|---|
| Certain age groups such as under 10/11 years have a lack of services to assist parent's with challenging behaviours in the home. Also gaps exist to work with teenagers from 13 -17 in terms of family support, life skills and accommodation when respite is required | Metro                 | In home family counselling services with flexibility who can work with other stakeholders on issues before escalation and crisis occurs. Crisis, medium and long term accommodation options for young people who require support with independent living and developing life skills and work towards being reunified with family. |
| Community Youth Engagement programs  | Perth Metro wide      | Community Youth Engagement programs, intervention and prevention  |
| Assistance to CaLD families & individuals settling in WA   | Metro wide            | Expansion of existing Migrant Resource Centres/Services   |
| Regular after school recreation programs, drop in centres etc  | Mirrabooka region     | Recreation activities, drop-in centres.   |
| Crisis accommodation/respite/safe places   | Wheatbelt             | Emergency accommodation for young people with 24 hours staffing. Also accommodation services for 15 years or younger.   |
| Increase housing   |                       |   |
| DV services  | Kimberley and Pilbara | Men's and women's and children's DV counselling, education services   |
| DV Counselling   | Rockingham/Kwinana    | Increased funding to existing service   |
| Greater integration to employment services   | State wide            | Specialist employment services to assist at-risk families   |
| Youth accommodation  | State wide            | JUST MORE   |
| Case management services for families at risk are not available  | Fremantle             | Parenting at risk   |
| Appropriate Education for Indigenous at risk young people  | Broome                | Alternative Education Program beginning at 10 years old   |
| Correctional services  | Kalumburu             | Full time on site representation by correctional services   |
| Bullying amongst teens unreported FDV  | Warren Blackwood      | Teens need access to relationship skills courses that deal with power & control etc.  |
| Interpretation   | Perth                 | Interpreter services  |
| Additional financial counsellor  | Joondalup             | Financial Counsellor  |

## Review of Secondary Family Support Funding Programs

|  |                    |  |
|--|--------------------|--|
| Transporting remote Aboriginal peoples back to country, which in turn leaves children/families homeless.   | Kalgoorlie/Boulder | Transport back to communities.                                       |
| Respite for parents  | Murchison          | Varied respite both short term and medium term                       |
| More safe housing options for DV clients   | Perth              | DV service to support women in motels pending placement in refuges   |
| After school programs for low socio economic families across all cultures  | Armadale           | After school tutoring for primary and high school students           |
| Extent of culturally appropriate service delivery models for Indigenous people and people from NESB in all areas ie DV and family violence, general counselling, children services | State wide         | Pilot programs to explore new options/models that could be developed |
| Limited family counsellors   | Great Southern     | Employ qualified family counsellors (more males)                     |
| Support for male victims of domestic violence  | Metro wise         | Refuges and counselling for men                                      |

### 15. Is there anything else that needs to be considered by the Department in its review of secondary family support services? If yes, please specify.

|            | Response % | Response Count |
|------------|------------|----------------|
| <b>YES</b> | 41.1%      | 23             |
| <b>NO</b>  | 58.9%      | 33             |

- Budgeting skills, anger management, conflict resolution and basic life skills training for clients.
- Short term funding prevents agencies from building capacity or developing creative programs. Many programs require stability to build relationships, especially where young people have poor family relationships and frequent placement changes. Short term funding reduces continuity of client/worker relationships and leads to a loss of expertise as workers move on when funding becomes uncertain every three years. Services need security of funding and closer partnership relationships with government.
- In rural areas that community organisations in that region are better placed to provide services than State based or Perth based organisations as they don't have the local input or trust.
- Accommodation needs building for homeless women & children in the Wheatbelt, current options in the region are either a) not appropriate or b) referrals not accepted by hotels, motels etc.

## Review of Secondary Family Support Funding Programs

- Funded them appropriately based on location, demand and fund existing service to meet increased demand.
- Aboriginal people historically have been shoved from pillar to post, we have asked many clients and they would not want to be referred to a HUB they want to choice who they trust to go do. We are unsure of how secondary family support services will fit into this or whether this client group will just go to agencies they believe will assist or those that they already go to and the overload will continue.
- The costs associated with NGO's having spent unpaid hours participating in establishing a family support hub framework.
- Clear information sharing protocols and training available (subsidised) for NGO staff on child protection issues.
- If the new secondary family support hubs become too broad in focus it may be difficult to do a good job in specific areas.
- Evaluation reporting and demand modelling.
- The buy-in/support by other key Government agencies to understand and refer to a Hub rather than simply de-fault to DCP.
- Adequate resourcing of existing preventative services - staff and training.
- Careful selection of participants to ensure true and fair accessibility and service delivery. Commitment and drive to achieve the outcomes, this is too important to fail.
- Adequate funding to services to meet client demand and the importance of sustainability of services by providing adequate funding to retain skilled staff in agencies.
- The services need to be voluntary - clients will not engage if they believe the department is involved or informed. Any 'high risk' cases as identified by the hub need to be referred and managed by DCP. Existing family support services need to be funded at an adequate level as demand has and will continue to increase with the introduction of the hubs. Services need to be accessible by public transport and be flexible in the way they deliver services - this needs to take into account the chaotic lives many families currently need when homeless, on low incomes and dealing with trauma. The hubs need to be staffed adequately with well qualified and experienced personnel to ensure clients do not get the 'run around'.
- Funding level.
- The identification of the possible Lead Agency needs to be coordinated by DCP, but the Lead Agency also needs to be agreed to by the local district and the DCP funded agencies directed by DCP to be in the Hub. The existing DCP funded agencies who are required to be in the Hub need to be given additional resources for staff to attend meetings, and additional hours to liaise with the lead agency, also additional staff resources to undertake training in Child Protection, and training to ensure consistency for the community and to ensure there is a "no wrong door" approach. Need coordination from DCP across the state so that Policy, procedures, and common assessment tool can be developed and then slight changes made by each local District. Also common electronic client database tool needs to be developed. Each agency will have its own and this is highly problematic for collaborative work of this level. Also need ongoing communication across sector once hubs are established so that each area can learn from the others successes and failures. The Hub model should work very well if resourced appropriately.
- Adequate increase in funding to support NGO's who will be providing the extra supports. Not just the auspicing service.
- Total review of services into Kalumburu to actual on the ground delivery of the services not fly in fly out two hours later.

## **Review of Secondary Family Support Funding Programs**

- Intergenerational cycling of FDV.
- Extend contract boundaries.
- Current NGO services undeniably underfunded, Hub underfunded; huge injection of funds needed to manage all of these appropriately and successfully.
- Appropriate funding levels for the secondary family support services.
- Long term support through ongoing counselling services for women who are
- Addressing the complexities of DV.
- Location and transport options for clients.