ACT Government
Department of Disability, Housing and Community Services
Office for Children, Youth and Family Support

Service Delivery Framework: 2011-2014
Version 1: January 2011

Community organisations funded to provide services to vulnerable and in need children, young people and their families.
FOREWORD

The most significant measure of any community is the well-being of its members and how it supports those who are most vulnerable. The Department of Disability, Housing and Community Services has the responsibility to deliver a significant number of human services to the ACT community on behalf of the Government. We seek to achieve this through engagement and involvement with vulnerable people, building strong community partnerships, serving and contributing to good governance and performing as a best practice organisation. Our primary goal, which unites us all in the work we do, is to improve the lives of the most vulnerable members of our community to reach their potential, make a contribution and share the benefits of our community.

Our shared commitment to children and young people is underpinned by the value we place on their families and their contribution to the optimal development of children and young people. Families are important to them now and their successful progression into adulthood and will remain involved with them long after our assistance to them has ended. We know there are increasing numbers of children and young people becoming involved in statutory systems and the impact this has on their lives both now and in the long term. Together, we need to do everything we can to prevent children and young people from coming into contact with child protection or youth justice services and support them and their families to lead successful and productive lives.

The alignment of the youth and family support services and strengthening their integration with the broader service delivery system is a significant and important step in improving our response to vulnerable children, young people and their families. The Service Delivery Framework is a reflection of what works, how we address barriers to improved service delivery and a proposed way forward. The Framework makes an important contribution to the achievement of a number of ACT Government and Departmental strategic policies and guides reforms in the broader service system. Ultimately, it reflects the way Government and the community sector will work together to achieve improved life outcomes for vulnerable children, young people and their families who are in need of our support.

Martin Hehir
Chief Executive
Department of Disability, Housing and Community Services
The Framework: A Living Document

The objective of the Framework is to support the effective and efficient operation of the service system for vulnerable and in need children, young people and their families in the ACT. To achieve this, services need to be accessible to our target group and, once contact is made, we need to ensure they remain engaged with support services for as long as they need. At the service level, the Framework supports the provision of services that are most likely to achieve good outcomes for those who require our assistance. The Framework exists within a constantly changing environment, both in changing demands and priorities and changes to service provision across the broader service delivery system. With an outcomes framework that enables us to be flexible to adapt to these changes as they occur, this Framework also needs to have the flexibility to adapt and develop on an ongoing basis.

At this time, the primary purpose of the Framework is to support the select source tender process however other updates have already been identified for the next 12 months. Changes will be required to:

- Reflect the service models procured through both the select source and single select procurement;
- Incorporate the outcomes and performance indicators being developed in partnership with the community sector;
- Provide information on the data set;
- Reflect the name of the funding program once that has been decided;
- Include the practice framework being developed in the community sector and other practice guidelines;
- Reflect what we learn as we implement the Framework; and
- Accommodate changes as needed over the term of the funding period.

Changes to the document will be tracked in the table below, marked on the front cover and provided to all funded organisations to assist in identifying the most recent version. Other communication strategies will also be explored.

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1.1 Introduction

The Office for Children, Youth and Family Support (OCYFS), within the Department of Disability, Housing and Community Services (DHCS), has the responsibility for the administration of the *Children and Young People Act 2008* and the *Adoption Act 1994*. This responsibility includes working in partnership with the community to provide out of home care services to children and young people who cannot live at home, adoption services, community youth justice and youth justice detention centre services, regulation of the employment of children and young people and the regulation of child care services.

The Department also has responsibility for developing and monitoring the implementation of strategic plans to improve life outcomes for children and young people in the ACT. The ACT Children’s Plan 2010-2014 and Young People’s Plan 2009-2014 were developed in consultation with children and young people and articulate the priorities for the development and provision of services for children and young people across the ACT.

In addition to its statutory responsibilities, OCYFS provides a range of primary and secondary services that focus on prevention, early intervention and intensive interventions with children, young people and their families. The OCYFS also funds community organisations to provide a range of services on behalf of the ACT Government. These include services funded through the Out of Home Care Program, Funeral Assistance Program, Children’s Services Program and the aligned Youth and Family Support Program.

This Service Delivery Framework (the Framework) provides the context for OCYFS funded youth and family support services provided by community based, non-government organisations. It articulates the position and role of the funding program within the broader ACT service delivery system and how it contributes to an improved service experience for vulnerable and in need children, young people and their families.

The Framework provides strengthened referral pathways, flexible and responsive services, improved collaboration, evidence based practice and organisations committed to ongoing quality improvement. Services within the Framework will have the ability to work with children, young people and their families and support them through key transition points in their development. Data collected by funded services will contribute to the development of an evidence base for the ACT and inform ongoing evaluation and quality improvement processes.
1.2 Alignment with ACT Government and Departmental Policies

A number of Government and Departmental policies provide the foundation of the Framework. These include the:

1. Canberra Social Plan;
2. ACT Children’s Plan 2010-2014;
3. ACT Young People’s Plan 2009-2014;
4. DHCS Service Delivery Platform; and
5. Vulnerable Families Project.

1.3 Key Messages from Stakeholders

The design of the Framework commenced after extensive input from the community sector and key stakeholders. The consultation process included a Discussion Paper, written submissions and sector forums that identified existing barriers to improved service delivery and possible solutions to address these barriers. Drawing on the recommendations of stakeholders, the service system is designed to:

1. Decrease the complexity of the service system by streamlining the number of intake, referral and information pathways and stand-alone service providers;
2. Improve the capacity of funded service providers to work in partnership with primary service providers, particularly education and health and specialist/targeted services;
3. Improve the promotion of services and communication across the community and between service providers;
4. Acknowledge the specific needs of:
   • Aboriginal and Torres Strait Islander children, young people and families;
   • Culturally and linguistically diverse children, young people and families; and
   • Young carers and children and young people involved in statutory services;
5. Provide clarity regarding the role of the funding program and outcomes to be achieved;
6. Incorporate common tools and processes that promote holistic assessments, information sharing and collaborative practice;
7. Provide the opportunity for services to work with children and young people throughout their development and at points of transition; and
8. Implement a data collection system that contributes to the development of an ACT evidence base on what works to achieve good outcomes for vulnerable and in need children, young people and their families.
1.4 Conceptual Model

The conceptual model for the Framework is the Public Health Model. The Public Health Model is characterised by three levels – primary, secondary and tertiary – that together represent the full range of supports and services that work towards the shared outcome of protecting children and young people and supporting them to achieve their potential. The types of supports and services reflected in this model include family, friends, media campaigns, education, health services, parenting programs, sport and recreational facilities and activities, before and after school care, through to statutory services focussed on child protection and youth justice.

Funded services may be primary, secondary or tertiary or they may sit across more than one level. Funding comes from a range of sources to make a contribution to a comprehensive service system for children and young people. Each funding source will have its own priorities and areas of responsibility within the service system that will determine the target population, types of services and outcomes to be achieved. The priority for the Office for Children, Youth and Family Support is the protection and wellbeing of children and young people and to support them and their families with the aim of preventing their engagement with the tertiary system, or support their transition from the tertiary system.

The three levels are differentiated by:

1. the target group;
2. preferred timing; and
3. purpose.

Primary interventions/services

Primary (or universal) services target population groups to build public resources and attend to the social factors that contribute to children and young people not achieving their potential.

Target: Whole communities - all children, young people and their families.
Timing: Before problems arise or early in the life of the problem.
Purpose: Build public and private resources through the provision of support and education to prevent harm occurring.

Primary intervention services include child care services, playgroups, schools, General Practitioners, Child and Family Centres, parenting information resources, media campaigns.

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1 Australian Research Alliance for Children and Youth, Inverting the Pyramid – Enhancing systems for protecting children, The Allen Consulting Group, 2008
**Secondary interventions/services**
Secondary (or targeted) services target vulnerable children and young people who have special needs, or who are in need of greater support, and are at risk of not achieving their potential.

**Target:** Children, young people and their families who are vulnerable and in need.

**Timing:** Early in the life of the problem.

**Purpose:** Provide individuals or groups whose complex needs cannot be met through their own networks or primary services with tailored services to prevent escalation of problems and address any related consequences.

Secondary intervention services include family support services, Schools as Communities, Adolescent Day Unit, Youth Connections, government housing, homelessness services, community referred respite, alcohol and other drug services.

**Tertiary interventions/services**
Tertiary services target children and young people who either have been harmed or are engaging in unlawful behaviour. They seek to reduce the long-term implications of the harm and/or prevent the harm or offending behaviour recurring.

**Target:** Highly vulnerable and at risk children, young people and their families.

**Timing:** Significant harm to a child or young person has occurred or is at imminent risk of occurring.

**Purpose:** Address the consequences of the harm and prevent further harm from occurring.

Tertiary intervention services include Care and Protection Services, Community Youth Justice, Intensive Care Units, secure mental health facilities.
Key Concepts Underpinning the Public Health Model

1) Supporting children, young people and their families is a shared responsibility of the whole community that includes family, community members, community organisations, educational institutions, private business, philanthropic organisations and all levels of government.

2) Preventative interventions extend beyond service provision and include community based activities (such as community festivals, media campaigns, production of parenting resources) and policy development or change (such as paid carers leave, Pharmaceutical Benefits Scheme, compulsory school attendance, free pre-school, government housing).

3) The levels in the service system are tiered and overlap with each other. The primary level is the foundation of the whole service system and is universal in that it provides for whole populations. The secondary level provides additional services to complement, or add to, those provided through the primary level. These services will target specific groups within a population. The tertiary system provides services in addition to those provided through the secondary and primary level. It targets a smaller group within the population and often has, as its focus, statutory responsibilities. A service may sit within a specific level however it will always work in partnership across all levels of the system as a preventative or early intervention response, or to transition children, young people and their families from more intensive or targeted service levels.

4) Whilst entry and exit points exist at all levels of the system, the preferred pathway is for children, young people and their families who have additional needs that are not currently being, or cannot be, met by the primary level be provided with additional supports from the secondary level. The tertiary level is only engaged as a last resort when all other options have been tried and are unsuccessful, or when a person is legally required to make a report (i.e. mandatory reporting of sexual and physical abuse).

5) The service system extends beyond any one sector or jurisdiction. The services that can support and assist families are based on the needs of children, young people and their families (i.e. income support is usually a first stated need and this is provided by a Commonwealth service). Regardless of where a service sits within the system and who provides it, all services work in partnership to achieve shared outcomes. The service user/s experience is of a seamless and integrated service system focused on their needs and wellbeing.

6) The outcome of any intervention is to prevent children, young people and their families from entering, or divert them away from, tertiary services and engage them with primary services in a way that is self-sustainable in the longer term.
PART 2  
FUNDING PROGRAM

2.1  Role and Target Group of the Funding Program

Community based non-government organisations funded by OCYFS to provide services to vulnerable and in need children, young people and their families are positioned at the secondary level of the service system. They are connected to, and work in partnership with, services at all levels of the system. The nature of these partnerships is determined by the services they are funded to provide, the timing of engagement with children, young people and their families and the needs of those they are working with.

Role of the Secondary Service Level

The role of the secondary service level is to provide:

• An early intervention response to low risk vulnerable children, young people and their families experiencing additional problems that can be addressed through short-term interventions; and/or
• A comprehensive and coordinated intervention with medium risk vulnerable children, young people and their families to prevent tertiary service involvement; and/or
• Intensive interventions to address the safety and wellbeing needs of children, young people and their families at high risk to transition them from the tertiary service system; and
• Engage the service users with primary, and other secondary services if needed, in a way that is self-sustainable for the child, young person or family in the longer term.

Target Group

The primary target group for OCYFS funded services are children and young people (pre-natal to 17 years) and their families who have risk factors present and who:

• Are not strongly engaged with their support systems (family and social networks and primary and other secondary services); and
• Require additional supports to strengthen their support systems and their engagement with them; and/or
• Who have additional needs that are not being met by their support systems.

Services provided to young adults (18-25 years) are focussed on their transition to independence and/or engagement with the adult service system. Typically young adults in need of this type of support will be transitioning from Out of Home Care, youth detention or homelessness services.
Vulnerability and Risk

With consideration of their stage of development and dependence on others, all children and young people are vulnerable to some degree. For most their additional needs can and are provided for by their informal and formal support networks. Where these systems are not meeting the needs of the child or young person, there is a risk that it may impact on their immediate and/or long term health and wellbeing.

To assess the level of risk, and choose an appropriate service response, an assessment is undertaken. A basic assessment will at least consider:

- The stage of development of the child or young person;
- Protective factors (the child or young person’s strengths and strengths of their support system/s)
- Complexity (the number of risk factors present/versus number of protective factors), and
- Timing of the intervention (early in the life of the problem or when the problems are chronic or intergenerational).

Common risk factors that impact on the health and wellbeing of children and young people, and family functioning, are:

1. Family conflict and/or violence;
2. Alcohol or other drug misuse by parent or young person;
3. Parent or young person with mental health problems;
4. Parent/s with a significant learning disability and/or intellectual disability;
5. Parenting skills, knowledge and/or practice does not meet the developmental and/or situational needs of the child or young person; and
6. Disengagement with family, social and primary service systems.

An assessment using the Common Assessment Framework will assist in identifying all of the factors and support decision making.

As a guide:

- Low risk children, young people and their families are likely to require short term support (0-6 months) as a prevention or early intervention response;
- Medium risk children, young people and their families are likely to require medium to long term support (6 to 12 months);
- High risk children, young people and families are also likely to be involved in tertiary service interventions and require long term support (12 months to 2 years).
2.2 Service User Engagement and Information Sharing Pathways

To prevent services users from ‘falling through the gaps’, funded services are responsible for the engagement of their services with service users. When another service who will remain involved with the service user makes a ‘referral’, it is to be acted on as a service engagement request. The purpose is to engage an additional service with the service user and provide a coordinated and comprehensive response to address their multiple needs.

Children, young people and their families can only be referred to another service if the referring organisation cannot meet their needs and will have no ongoing involvement. In these circumstances the referral is to be active (the service user is supported to transition to and/or engage with the other service provider).
There are multiple pathways for service user engagement and information sharing however the Information, Engagement and Coordination service will have a primary role in service user engagement and Network Coordination for information sharing across the service system defined through the Framework.
2.3 Components

The Framework for OCYFS funded youth and family support services consists of four components. They are:

- Information, Engagement and Coordination Service;
- Network (Locally) Based Services;
- Territory Wide Services; and
- Complementary Services.

**Information, Engagement and Coordination Service:** The service will be the primary intake and engagement service for services in the Framework when contact is made by community members or other service providers. On contact, an initial assessment of need will identify an appropriate course of action. This may include the provision of information or support by telephone or electronic media or engagement of a service with the service user. The service will be responsible for activities that promote knowledge of, access to and engagement with the service system across the ACT.

**Network (Locally) Based Services:** The provision of case management activities, group programs, youth engagement services, network coordination and engagement with the broader service system in one of four networks across the ACT. The service networks align with the ACT Department of Education school networks being Belconnen, North/Gungahlin, South/Weston and Tuggeranong (refer to ATTACHMENT A).

**Territory Wide Services:** The provision of targeted and specialist services across the ACT includes intensive interventions for Care and Protection and Youth Justice Services referrals, therapeutic services, Aboriginal and Torres Strait Islander Engagement service, tutoring and mentoring program for migrant and refugee young people, a service for young carers and their families and services for migrants and refugees who have been affected by torture and trauma.

**Complementary Services:** Smaller or ‘grant-like’ recipients whose services complement the Framework include the Lone Fathers Association, Majura Women’s Group, Scouts, Girl Guides, Duke of Edinburgh Award Scheme, St Vincent de Paul subsidised camps for children and young people and peak activities.
2.4 Principles

Services funded through the Framework will:

- Focus on early intervention that prevents movement into the tertiary system or diverts and/or transitions children, young people and their families from the tertiary system;
- Provide proactive support of vulnerable children and young people through strengths based and solution focussed interventions;
- Work in partnership with children, young people, their families, their communities and other key stakeholders through child/young person centred, family focussed practice;
- Work across agency and organisational boundaries and promote collaboration, coordination and integration of quality services for children, young people and their families; and
- Build policies and services for children, young people and their families that are evidence based, accountable and responsive to emerging needs and trends.

2.5 Common Requirements

Services funded through the Framework will be:

1. Child and young person centred and reflect their best interests;
2. Family focussed, recognising the importance of family connections and relationships in achieving optimal life outcomes;
3. Able to articulate the planned outcomes of interventions and a person’s achievement against these outcomes;
4. Evidence based and able to identify the evidence base for achieving the best outcomes for their target population;
5. Continually reviewed in line with a quality improvement framework;
6. Culturally competent;
7. Able to demonstrate an ability and willingness to work collaboratively with other service providers;
8. Provided by people with the attributes, knowledge and experience to provide the funded service;
9. Committed to the professional development of staff including the provision of supervision in accordance with best practice for human service providers;
10. Actively involved in the collection of data and measurement of a person’s progress against key indicators; and
11. Committed to research and evaluation and improved service provision to reflect the changing evidence base and service user needs.
2.6 Common Tools and Processes

A number of common processes and tools are brought together under the Framework. The adoption of common tools and processes will support consistency, improved information sharing and contribute to the achievement of an integrated service system with services working in partnership to provide high quality services that meet the needs of vulnerable children, young people and their families. Common tools include:

1. Practice Principles;
2. Referral form;
3. Initial needs assessment using the Common Approach to Assessment, Referral and Support (CAARS);
4. The Common Assessment Framework (CAF);
5. DHCS Case Management Framework;
6. Brokerage Guidelines;
7. OCYFS Supervision Framework;
8. Client Outcomes Scaling Tools to monitor change across key performance indicators;
9. Client and stakeholder participation and feedback;
10. Data collection; and
11. Performance Management Framework, including:
   a. Outcomes based reporting;
   b. On-going quality improvement through Raising the Standards;
   c. Financial monitoring.

2.7 Outcomes and Performance Indicators

In accordance with an Outcomes Based Accountability Framework, performance indicators for a funded service are designed to answer three questions:

1. How much did we do? (Quantity and Effort)
2. How well did we do it? (Quality and Effort)
3. Is anyone better off? (Quantity and Effect / Quality and Effect)

The outcomes and performance indicators for the funding program are being developed in consultation with the community sector. These will be finalised before negotiations with preferred providers commence.
2.8 Procurement

The procurement of services within the Framework will occur through the following procurement processes:

1) **Single Select (or Direct Source)** - a number of services have been identified for single select procurement. These services will have the opportunity to enter into direct negotiations for future service provision at their current funding levels. The services have been identified and approved due to their primary target groups, how recently they commenced service provision, their size, specialisation or recognition as national youth development services. Negotiations will all services procured through single select will aim to ensure the services are integrated with the service system articulated in the Framework.

2) **Select Sourcing**: The remainder of the services within the Framework will initially be procured through select sourcing. Organisations currently funded to provide youth and family support services and three other organisations will be invited to respond to a Request for Proposal (RFP). The service activities to be procured through select sourcing are reflected in the diagram below and service activity details are provided at Attachment B.

3) If the Territory does not fulfil its needs through select source procurement a further procurement will be undertaken. This may occur through single select, select source or open tender procurement.
2.9 Proposal and Contracting Options

Proposal Options

Organisations may tender for one service activity or any combination of service activities to develop a multi-component service model or to provide services across more than one geographical area. It is flexible and will depend on the service model that is developed. Examples include an organisation, or a consortia of organisations, may submit a proposal to:

1. Provide a certain number or type of groups combine with case management activities; and/or

2. Provide group programs, a youth engagement service, case management activities and network coordination in one identified network; and/or

3. Provide the Information, Engagement and Coordination service and the four Network Coordination Services; and/or

4. Provide a Group Program across all four networks.

The funding for each component will be drawn from the budget for that service activity. For example if an organisation was the preferred provider to provide a group program across all four networks, with equal service provision in each network, 25% of the total budget would be drawn from each of the four networks to fund this service model.

The exception to this is three service activities in the Framework where their funding cannot be divided across more than one service model. Organisations tendering for these service activities may, in their proposals, add on additional service activities from the other areas of the Framework. An example is provided at Item 3 above. These service activities are:

- Information, Engagement and Coordination;
- Aboriginal and Torres Strait Islander Engagement Service; and
- Culturally and Linguistically Diverse Youth Engagement Service.
**Contracting Options**

Three funding models will be considered for the procurement of services under the Framework. They are:

1. Service Funding Agreement with one organisation;
2. Multi-Party Service Funding Agreement with more than one organisation; and
3. Sub-Contracting Service Funding Agreement with one organisation but identifying more than one organisation as a service provider.

<table>
<thead>
<tr>
<th>1. Single Party</th>
<th>Description</th>
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| ![Diagram](#) | • One Service Funding Agreement;  
• One organisation is party to the Agreement; and  
• Accountability for service provision rests with the funded organisation. |

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<th>2. Multi-Party (organisation)</th>
<th>Description</th>
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| ![Diagram](#) | • One Service Funding Agreement;  
• Multiple organisations are equal parties to the Agreement;  
• Each organisation is accountable to the partnership and Government for its performance; and  
• Government funds each organisation directly. |

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<tr>
<th>3. Sub-Contracting</th>
<th>Description</th>
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| ![Diagram](#) | • One Service Funding Agreement;  
• Funded organisation can sub-contract;  
• Sub-contractors are identified, approved and named in the Service Funding Agreement;  
• A Government approved template is used by the funded organisation to enter into an agreement with the sub contracted organisation/s; and  
• Accountability for service provision rests with the funded organisation. |
### Centralised Service

#### Information, Engagement and Coordination

**Available Funds**

$766,150.00 (GST inclusive) per annum for one service.

**Function:**

A single place of contact for the ACT community and service system to gain information, be provided with initial support, be engaged with a service and to promote the service system and build cross-sector collaboration.

**Description:**

The service will be the primary contact point for the community and other service providers to:

- gain information relevant to their needs (e.g. parenting advice, types of support available to them)
- provide initial low intensity, early intervention support (e.g. support via the telephone or email)
- undertake initial assessments of need
- manage waiting lists, and
- actively engage services with service users to address identified needs.

The service will have strong and active relationships with network coordinators who may be co-located with the service on a full or part-time basis, and other intake or referral services outside the funding program. The engagement of services with service users will be enhanced by convening, or participating in, engagement panels. The service will also seek to proactively identify emerging gaps and changing demands and propose strategies for them to be addressed.

The service will have a central role in promoting the service system and its central contact point through the design and implementation of a range of communication strategies across the service system and broader ACT community.

**Target Group**

All ACT residents and service providers (primary, secondary and tertiary).

#### Service User Engagement

**Primary function and responsibility.**

**Key Features**

1. Information and low intensity support (telephone/email/internet);
2. Assessment of need (CAARS and/or CAF);
3. Engagement of services with service users in accordance with assessed need;
4. Management of service demand and waiting lists;
5. Coordinate and/or participate panels to facilitate the engagement of services with service users;
6. Central role in data collection and the measurement of service user outcomes; and
7. Collate, create and distribute information on the service system and engagement pathways across the ACT. Information will be accessible to the different cultures and languages of vulnerable groups and be available at places that these groups frequent.
### Network (Locally) Based Services

#### Network Coordination

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<th>Available Funds</th>
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<td>$478,500 (GST inclusive) per annum / $119,625.00 (GST inclusive) per network per annum for one or more services.</td>
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<td>Manage the engagement of services with identified service users, manage the transition of service users across networks, build and support collaborative practice between service providers, monitor and develop strategic responses to improve service in designated networks.</td>
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<td>Network coordination will be provided for the networks of Belconnen, North/Gungahlin, South/Weston and Tuggeranong. The network boundaries align with the ACT Department of Education networks (see ATTACHMENT A). The service provided will be the primary link between the Information, Engagement and Coordination service and services provided in the designated network. It will engaged services with service users and ensure effective and efficient communication, information sharing and collaborative practice across the service system (including with the Department of Education and Training and ACT Health) to promote early identification and early intervention for children, young people and their families who are vulnerable and in need. When service users move to another network area, Network Coordinators will work together to plan and support this transition.</td>
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Network Coordination will ensure strategic links are made with other service providers within the assigned network, including other Territory funded and Australian Government funded services. Network Coordination is actively involved in evaluating service provision and strategic planning to promote proactive responses to emerging needs, service gaps and prevent duplication of service provision.

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<td>All services and service users engaged with an OCYFS funded service within the allocated network.</td>
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<th>Service User Engagement</th>
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<tr>
<td>Network coordination is the primary link between the Information, Engagement and Coordination service and services provided in the allocated network to engage services with service users and share information, including information on service users who have self-referred.</td>
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<th>Key Features</th>
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<tr>
<td>1. Development and implementation of network governance arrangements.</td>
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<td>3. Development of strategies to address future service needs within a network that take into account the demand on tertiary services for children, young people and their families within the network area.</td>
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<td>4. Co-location of Network Coordinators with the Information, Engagement and Coordination service to facilitate the engagement of services with service users and assist with demand management and prioritisation of waiting lists.</td>
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<td>5. Provision of information on direct referrals to the Information, Engagement and Coordination service.</td>
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<td>6. Build and maintain collaborative practice, shared responsibility and information sharing.</td>
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<tr>
<td>7. Works in partnership with other network coordinators to strengthen engagement and transition pathways.</td>
</tr>
</tbody>
</table>
**Network (Locally) Based Services**

**Case Management Activities**

**Available Funds**

$2,680,701.10 (GST inclusive) per annum for one or more services.
- Belconnen Network $583,091.30 (GST inclusive) per annum
- North/Gungahlin Network $727,324.40 (GST inclusive) per annum
- South/Weston Network $586,241.70 (GST inclusive) per annum
- Tuggeranong Network $784,043.70 (GST inclusive) per annum

Note: Funding to each network is calculated by the following weightings - 50% projected population to 2014/ 25% to substantiated child protection reports 2008-2009/25% to youth justice community based orders 2008-2009. Funding within a network procured through single select negotiations is also taken into consideration.

**Function:**

Services provided within a case management framework for children, young people and families who are vulnerable and in need.

**Description:**

Service activities provided within a case management framework (not including group programs) will operate in each of the four local networks. All service provision to children, young people and their families requiring medium (more than three months) to long term assistance will be provided within a case management framework that has a cyclical process of assessment, planning, implementation, monitoring and review.

In addition to any other service activities that complement a case managed approach (e.g. mentoring, casework) for vulnerable children, young people and their families, service providers will have the capacity and responsibility to provide any or all functions of case management, including assessments using the Common Assessment Framework (CAF), convening case conferences, coordinating service provision or implementing planned actions (case work) to achieve shared goals.

Up to 10% of service funding may be used as brokerage funding for service users engaged in medium to long term interventions. Brokerage funding is to be used in accordance with the funding program guidelines that will be provided prior to the commencement of new Service Funding Agreements. A service provider must be able to identify how the brokerage contributed to the achievement of program outcomes and sustainable change when requested.

Provision of short term assistance to new or return service users must not exceed 10% of the total service user group. Brokerage funding is not available for short term interventions. Persons being provided with short term assistance are to be assisted to access Emergency Relief funding if required.

Services will have the capacity to provide services outside standard business hours and through an assertive outreach/home visiting model as needed to engage the service user and achieve high quality outcomes. This may include cold calling (unannounced visits).

Case managers would be expected to have an average case load of 12 – 20 (dependent on level of risk, number of family members involved in service provision and the range of functions the case manager is responsible for).
<table>
<thead>
<tr>
<th><strong>Target Group</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vulnerable and in need children, young people and their families.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Service User Engagement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Services are engaged with service users through the partnership between the Information, Engagement and Coordination service, Network Coordinator and nominated service provider. The primary entry point is the Information, Engagement and Coordination service however service users may approach services directly to request a service.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Key Features (Outputs)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Application of the Case Management Framework.</td>
</tr>
<tr>
<td>2. Assessment of initial need (CAARS).</td>
</tr>
<tr>
<td>3. Assessment using the Common Assessment Framework (CAF) for all people involved in medium to long term interventions;</td>
</tr>
<tr>
<td>4. Participation by children, young people and their families in planning and decision making;</td>
</tr>
<tr>
<td>5. Outreach/Home visiting;</td>
</tr>
<tr>
<td>6. Provision of services in places service users already attend;</td>
</tr>
<tr>
<td>7. Service provision outside business hours;</td>
</tr>
<tr>
<td>8. Service activities complementary to a holistic and integrated service response.</td>
</tr>
</tbody>
</table>
## Network (Locally) Based Services

### Group Programs

##### Available Funds

$861,851.10 (GST inclusive) per annum for one or more services.

- Belconnen Network $187,465.30 (GST inclusive) per annum
- North/Gungahlin Network $233,835.80 (GST inclusive) per annum
- South/Weston Network $188,478.40 (GST inclusive) per annum
- Tuggeranong Network $252,071.60 (GST inclusive) per annum

Note: Funding to each network is calculated by the following weightings: 50% projected population to 2014/ 25% to substantiated child protection reports 2008-2009/25% to youth justice community based orders 2008-2009. Funding within a network procured through single select negotiations is also taken into consideration.

##### Function:

Group based services that work to achieve positive change (e.g. behaviour, knowledge, skills) for vulnerable and in need children, young people and/or their families.

##### Description:

Services will provide a range of opportunities for the target group to progress towards the program outcomes through achievements aligned with the program’s key performance indicators. This includes parenting education groups (including parenting skill and knowledge development for parents of young people), inter-generational conflict, culturally competent groups that address the needs of vulnerable cultural groups, diversionary programs for children and young people known to the police and mentoring/ peer support groups for vulnerable groups.

Services may draw on a range of models and activities including recreational based groups, art groups and educational groups. Services may provide a ‘soft’ entry point for community members who service providers typically find hard to engage and who are assessed as likely to benefit from engagement in a more intensive support.

Group facilitators must have the knowledge, experience and skills to achieve the identified outcomes for the service type and target group.

Group programs must be accessible and engage the target group. This includes being provided outside business hours, in accessible venues and effectively promoted to engage the target group.

##### Target Group

Vulnerable and in need children, young people and their families.

##### Service User Engagement

Services are engaged with service users through the partnership between the Information, Engagement and Coordination service, Network Coordinator and nominated service provider. The primary entry point is the Information, Engagement and Coordination service however service users may approach services directly to request a service.

##### Key Features (Outputs)

1. Short and long term, closed and open groups.
2. Strong linkages with other service providers, particularly those providing case management that includes home visiting/outreach services to reinforce group based learning.
**Network (Locally) Based Services**

**Youth Engagement Service(s)**

<table>
<thead>
<tr>
<th>Available Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>$861,850.00 (GST inclusive) per annum for one or more services.</td>
</tr>
<tr>
<td>• Belconnen Network $230,760.20 (GST inclusive) per annum</td>
</tr>
<tr>
<td>• North/Gungahlin Network $218,824.10 (GST inclusive) per annum</td>
</tr>
<tr>
<td>• South/Weston Network $176,377.30 (GST inclusive) per annum</td>
</tr>
<tr>
<td>• Tuggeranong Network $235,888.40 (GST inclusive) per annum</td>
</tr>
</tbody>
</table>

Note: Funding to each network is calculated by the following weightings: 50% projected population to 2014/ 25% to substantiated child protection reports 2008-2009/25% to youth justice community based orders 2008-2009.

**Function:**
Identify and engage young people who are vulnerable and in need (medium to high risk) and who mainstream service providers typically find hard to engage and to engage services with them to address their needs.

**Description:**
Services will utilise a range of strategies to engage vulnerable and in need young people who are unlikely to be strongly engaged with their family or other primary and secondary services. Services are likely to have a short to medium term involvement and will actively engage and transition the service user to their strengthened support network and/or to medium to long-term services that will meet their needs. Strategies will include assertive outreach and open access activities that are designed to effectively reach this target group. Services must be accessible to the target group, as demonstrated by the time and place services are provided.

Youth engagement workers will be experienced in engaging with the target group, assessments and case planning, have a good knowledge of the service system and the ability to work in partnership with families and other service providers to support the young person’s engagement and transition.

**Target Group**
Vulnerable and in need (medium to high risk) young people who are disengaged, or at risk of disengaging, from family and other primary and secondary services.

**Service User Engagement**
Drop in, assertive and street outreach will identify young people who require additional support and will engage services with the young person. Young people are prioritised according to their level of family/community disengagement and the complexity of their needs/level of risk.

**Key Features (Outputs)**
1. Street outreach on Friday and Saturday evenings.
2. Open access (or “drop in”) activities in safe places that are appropriate and accessible to the target group.
3. Late night programs or recreational activities at locations that young people are likely to congregate and that have the capacity to move geographically as the need moves;
4. Brokerage funding (up to 10% of total funding) to support engagement and connections with family and/or other services (e.g. phone cards, bus tickets, nutritional meals, family outings).
5. Assessment (CARRS and CAF) to identify additional support needs and facilitate the engagement of family or other services with the service user.
6. Strong relationships with other services, including those that provide case management and groups, and the capacity to support the young person to engage, and remain engaged.
<table>
<thead>
<tr>
<th><strong>Territory Wide Services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Intensive Intervention Service(s)</strong></td>
</tr>
</tbody>
</table>

**Available Funds**

$861,850.00 (GST inclusive) per annum for one or more services.

**Function:**

Service(s) will work in partnership with Care and Protection and Youth Justice Services to transition children, young people and their families out of tertiary services.

**Description:**

The service(s) will provide any or all of the functions of case management and group interventions by suitably qualified and experienced practitioners. The service will employ strategies to ensure the engagement with the service user. There will be a high degree of contact and intensive assistance for the service user and services will be provided primarily through an outreach/home visiting model. The intervention will achieve sustainable attitudinal and/or behavioural change in children, young people and their families and engage them with less intensive services that will meet their on-going, longer term needs. The service will assume responsibility for case management/coordination when Care and Protection Services or Youth Justice are not involved.

Intensive Intervention staff would be expected to have an average case load of 7-12 (dependent on level of risk, timing of the intervention, number of family members involved and the range of case management functions the staff member is responsible for).

**Target Group**

Current clients of Care and Protection Services and Youth Justice Services.

**Service User Engagement**

Service users will be engaged with the service(s) through nominated OCYFS officers.

**Key Features (Outputs)**

3. Assertive engagement and retention;
4. High frequency of contact in the initial phase;
5. Intensive, holistic assistance;
6. Suitably qualified and experienced staff;
7. Engagement with, and supported transition to, less intensive services; and
8. All services will be provided within a case management framework.
<table>
<thead>
<tr>
<th>** Territory Wide Services**</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Therapeutic Service(s)</strong></td>
</tr>
<tr>
<td><strong>Available Funds</strong></td>
</tr>
<tr>
<td>$622,050.00 (GST inclusive) per annum for one or more services.</td>
</tr>
<tr>
<td><strong>Function:</strong></td>
</tr>
<tr>
<td>The service(s) will provide professional therapeutic services to meet the needs of children, young people and their families who are vulnerable and in need.</td>
</tr>
<tr>
<td><strong>Description:</strong></td>
</tr>
<tr>
<td>The service will be child/young person centred and family focussed and have a primary outcome of addressing significant issues that impact on family relationships. The service will have the capacity to provide a therapeutic model for individual’s (children, young people and/or parents), family groups and/or peer groups. The service will be provided in facilities appropriate to the service, work in collaboration with other service providers, be accessible to the target group, have the capacity to provide assertive outreach to promote the engagement of service users and achieve positive change that the service user can implement and sustain within their home environment.</td>
</tr>
<tr>
<td>Professional therapeutic services are provided by Psychologists, Social Workers, Counsellors, Mediators and/or Psychotherapists who:</td>
</tr>
<tr>
<td>• are registered with their relevant professional body and retain that registration whilst providing therapeutic services under the Framework; and</td>
</tr>
<tr>
<td>• have the skills, knowledge and experience to provide professional services to achieve high quality outcomes with the target group; and</td>
</tr>
<tr>
<td>• are covered by professional indemnity insurance of at least $10 million dollars during the term of the Agreement.</td>
</tr>
<tr>
<td><strong>Target Groups</strong></td>
</tr>
<tr>
<td>Children, young people and their families from the ACT who are assessed as requiring professional therapeutic interventions to address issues impacting on their family relationships and who are unable to access these services through other funding programs or providers.</td>
</tr>
<tr>
<td><strong>Service User Engagement</strong></td>
</tr>
<tr>
<td>Service users are engaged with the service after a comprehensive assessment has been undertaken and is managed through the Information, Engagement and Coordination service for prioritisation.</td>
</tr>
<tr>
<td><strong>Key Features (Outputs)</strong></td>
</tr>
<tr>
<td>1. Provision of professional therapeutic services to individuals (children, young people and adults), families and/or groups to achieve positive and sustainable change;</td>
</tr>
<tr>
<td>2. Capacity to be provide assertive outreach/home visiting;</td>
</tr>
<tr>
<td>3. Capacity to work collaboratively with other service providers involved with the service user.</td>
</tr>
</tbody>
</table>
**Territory Wide Services**

**Aboriginal and Torres Strait Islander Engagement Service**

**Available Funds**

$143,243.10 (GST inclusive) per annum for one service.

**Function:**

To develop and improve the cultural competence of services working with Aboriginal and Torres Strait Islander children, young people and their families and promote the access and engagement of Aboriginal and Torres Strait Islander children, young people and families with mainstream services.

**Description:**

The service is an additional function of a funded service. The Aboriginal and Torres Strait Islander Engagement service will work with organisations, teams and individual workers to develop and improve culturally competent practice in service provision. The service will provide advice to the community sector and Government on barriers to culturally competent practice and propose strategies to address these barriers.

The service will provide opportunities for Aboriginal and Torres Strait Islander workers to meet and propose strategies to the community sector and Government to promote the engagement and retention of Aboriginal and Torres Strait Islander people in services that work with children, young people and their families.

**Target Group**

All services funded through the funding program. The expansion of this service to include other services, including those provided by Government, will be explored in consultation with the provider after it has established itself and its demand can be evaluated.

The Aboriginal and Torres Strait Islander community in the ACT.

**Service User Engagement**

The engagement of the Aboriginal and Torres Strait Islander Engagement service with a service user (organisation) will occur through the contracted organisation.

**Key Features (Outputs)**

1. Consultancy and professional development on culturally competent practice and strategies to improve the engagement and retention of Aboriginal and Torres Strait Islander people in mainstream services.
2. Work in partnership with organisations, teams and individual staff (i.e. through a mentoring arrangement) to develop their knowledge, skills and confidence/cultural courage to effectively engage Aboriginal and Torres Strait Islander children, young people and their families into services that meet their needs.
3. Hold at least four meetings per year with Aboriginal and Torres Strait people working with children, young people and their families to identify their support needs and propose strategies that will promote their retention, and the engagement of others, in the human services system.
4. Provide advice to government and funded services on discrete or sector-wide barriers to achieving improved culturally competent practice and the engagement and retention of Aboriginal and Torres Strait Islander people in the human services system, and propose solutions and strategies to remove the barriers.
**Territory Wide Services**

**Culturally and Linguistically Diverse (CALD) Youth Engagement Service**

<table>
<thead>
<tr>
<th>Available Funds</th>
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<tbody>
<tr>
<td>$143,243.10 (GST inclusive) per annum for one service.</td>
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</tbody>
</table>

**Function:**

Provide migrant and refugee young people from culturally and linguistically diverse backgrounds with services that strengthen family and social relationships address intergenerational conflict and promote engagement with mainstream services.

**Description:**

The service will be an additional function of an organisation. It will be flexible and have the skills and expertise to work as a direct service provider and promote culturally competent practice across the service system with the focus changing as determined by demand and what will achieve the best outcomes for the target group.

Direct service provision will include case management, and may include group programs, to strengthen family and social relationships, address inter-generational conflict and promote engagement with mainstream services. The service will have strong partnerships with, and be complementary to, other services working with the target group. It will facilitate the integration of the targeted service into the mainstream service system through collaborative projects, continued development of culturally competent practice and to promote the engagement of the target group with mainstream services that meet their assessed needs. The service will be provided primarily through an outreach model and in places that are accessible to, or accessed by, the target group.

The mix of direct service provision and sector development will be reviewed on an on-going basis.

**Target Group**

Migrant and refugee young people from culturally and linguistically diverse backgrounds who are vulnerable and in need.

**Service User Engagement**

The engagement of a service user (young person) with the service will primarily come through the Information, Engagement and Support service.

The engagement of the service with a service user (organisation) for consultancy purposes will be prioritised and negotiated through the contracted organisation.

**Key Features (Outputs)**

1. Culturally competent assessments of young people to identify need.
2. Case management.
3. Group programs.
4. Supportive engagement of mainstream services.
5. Development of culturally competent practice.
<table>
<thead>
<tr>
<th><strong>Territory Wide Services</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Young Carers and their Families Engagement and Support Service(s)</strong></td>
</tr>
<tr>
<td><strong>Available Funds</strong></td>
</tr>
<tr>
<td><strong>Function:</strong></td>
</tr>
<tr>
<td><strong>Description:</strong></td>
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<tr>
<td></td>
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<td></td>
</tr>
<tr>
<td><strong>Target Group</strong></td>
</tr>
<tr>
<td><strong>Service User Engagement</strong></td>
</tr>
<tr>
<td><strong>Key Features (Outputs)</strong></td>
</tr>
</tbody>
</table>