



**ACT**  
Government  
Community Services

# Implementation of the new Child, Youth and Family Services (CYFS) Project Update

## Message from the Director, OCYFS

*Hello and welcome to the third communiqué for the implementation of the new Child, Youth and Family Services.*

*Firstly, I would like to say thank you to the people who participated in the Planning Day on the 8 November 2011. The day was well attended which allowed CYFS providers to learn more about the service models and identify smooth transition pathways. Providers had an opportunity to get to know one another, discuss challenges and get ideas for innovative service delivery. A significant number of service providers have provided positive feedback and we look forward to taking a similar approach at the next planning day scheduled for 6 December 2011.*

*Within these regular communiqués we hope to provide a wide range of information that agencies will find valuable. Within this edition you will find updates on the Transition Guidelines, ACT Youth Commitment-Reengagement Network Boards, the draft Practice Framework and the Equal Remuneration Case.*

*Again, the communiqué has the attached and updated Questions, Answers and Innovative Ideas sheet. This sheet will highlight key issues that have been raised with us in a number of forums. Please send in any questions that you would like addressed, or innovative ideas, for inclusion.*

*Thank you for the continued commitment and involvement in the transition to the new CYFS Framework. The team is happy to discuss individual and program issues directly. I appreciate the continuing commitment you all show to the Canberra Community.*

*Leanne Power, Director OCYFS*

## Key Upcoming Dates (Updated)

### 6 December 2011

Planning Day with providers across the new CYFS Framework and stakeholders.

### 8 December 2011

CYFS Practice Leadership Group Meeting  
Time: 9:30am to 11:30am  
Venue: Griffith Neighbourhood Hall  
Stuart Street, Griffith

### 15 December 2011

Workforce Development and Training Meeting  
Time: TBA  
Venue: 11 Moore Street, Canberra City

## Transition Guidelines

The Directorate has compiled input received from agencies in relation to transition arrangements. These guidelines highlight outgoing services, incoming services and services available during the transition period. The Transition Guidelines provide a comprehensive view of the CYFS capacity as well as highlighting a number of other services available such as the Child and Family Centres, Centrelink Social Workers and Family Relationship Centres.

Four agencies have negotiated with the Directorate to deliver a range of services throughout the transition period to assist outgoing services and ensure no child or young person is unable to access support.

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***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***

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Parentline will employ an experienced youth support worker on a temporary basis to provide an active holding service through primarily telephone, some online and very limited face-to-face support to young people unable to access regular support services during the transition to the new Child, Youth and Family Services. This will give agencies a place to refer young people on an interim basis as current services wind down and new services are established. For further information on services and referrals please call Parentline on (02) 6287 3833.

Barnardos will deliver an intensive case management service during the transition period. This service will be for high needs clients but these clients are not required to be referred from Care and Protection or Youth Justice Services (during the transition period). The focus will be on the Tuggeranong and Gungahlin Networks. For further information, please contact Barnardos on (02) 6241 5466.

Relationships Australia will commence provision of Therapeutic Services in December 2011 to assist with the transition period. To be eligible for the service, clients will need to be: on a low income, adults will need to have children or young people in their family, young people over 16 years of age, be living in vulnerable and disadvantaged situations - eg, drug and alcohol, family violence, mental health, low, medium or high risk. Referrals will be accepted from outgoing services. For further information on services and referrals please call Relationships Australia on (02) 6122 7100.

The Smith Family have advised they are able to provide case management services for young people and their families over January and February. This service will be available to young people transitioning from outgoing services in the first instance. The Directorate is currently discussing this proposal with The Smith Family, more details will be provided once they are available.

The Best and Final Offer process for Group Programs will be known in the next week. This will also include information on further identified services for Culturally and Linguistically Diverse Youth Engagement Services and Therapeutic Services. The Transition Guidelines will be refined to incorporate the outcomes of the Best and Final Offer and as further information is provided by the sector.

Agencies are asked to provide further information to inform the Transition Guidelines once it becomes available to Ms Alison Lawrence at [alison.lawrence@act.gov.au](mailto:alison.lawrence@act.gov.au).

### **CYFS Framework Documents**

The Directorate is drafting an operations manual for the CYFS Program which will provide direction for services on:

- The rationale for the new model;
- The policy and legislative context;
- Consent and information sharing protocols;
- Data collection;
- Service delivery principles;

## **Key Messages from the new Service Delivery Framework**

### **Child Centred, Family Focused**

Work in partnership with children, young people, their families, their communities and other key stakeholders.

### **Working in Partnership**

Work across agency and organisational boundaries and promote collaboration, and integration of quality services for children, young people and their families.

### **Evidence Based**

Build policies and services for children, young people and their families that are evidence based, accountable and responsive to emerging needs and trends.

### **No Wrong Door**

Entry and exit points exist at all levels of the system.

### **Outcome**

Children, young people and their families experience the system as seamless and integrated with services, working in partnership with the service user/s and each other to achieve shared goals and outcomes.

- Case management principles
- Records management;
- Partnerships/collaborative practice;
- Brokerage guidelines;
- Common assessment framework guidelines; and
- Service descriptions.

### **Infrastructure Requirements under the New Service Delivery Framework**

As discussed at the Planning Day on 8 November 2011, a number of agencies will have infrastructure and facilities that will be available for use by other agencies (probably on a fee for service basis). Agencies have been asked to flag either excess infrastructure/facility space for use by other agencies or advise a need to access space in other areas as part of individual transition plans. The Community Services Directorate will collate information for discussion.

Following the Planning Day, Strategy & Purchasing met with Facilities Management on Thursday 10 November 2011 to discuss infrastructure needs associated with the new Service Delivery Framework. There was a general discussion about the future use of existing Youth Centre space held by a number of providers and a broader discussion on the cyclical maintenance plan for all community facilities managed by the Directorate. The meeting was very positive and we will continue to work closely with the Facilities Management team and agencies in relation to individual infrastructure issues.

### **Training and Workforce Development Sub-Committee**

The CYFS Workforce Development and Training Sub-Committee met on Tuesday 29 November 2011. The priorities for the 2% training budget currently sit with the Draft Practice Framework Pilot roll out costing approx \$27,000 and to be rolled with a staggered approach. A total of five sites will be selected to participate in the pilot with three already identified. The aim of the pilot will be to trial and finalise the Draft Practice Framework and monitor its acceptability and usefulness in working with vulnerable clients. The pilots will be conducted from 1 March 2012 to 29 June 2012. Kate Butler (Project Officer) has sent a proposal in to the Community Services Directorate which will be presented to services at the Planning Day on 6 December 2011.

The Community Services Directorate in partnership with the Youth Coalition of the ACT will be working on a proposal for an Orientation Month for staff working in the new Service Delivery Framework. The Orientation Month will consist of bus tours visiting the new services and key stakeholders, an information package developed by the Directorate and presentations at agencies on their model of service. The bus tours are based on the principles of the successful co-morbidity bus tours currently run by some community agencies. A proposal will be presented to services at the Planning Day on 6 December 2011.

The CYFS Workforce Development and Training Sub-Committee will meet again on 15 December 2011.

### **Equal Remuneration Case**

On 10 November 2011, Prime Minister Julia Gillard announced the Government was prepared to provide over \$2 billion to deliver an historic pay rise to 150,000 of Australia's lowest paid workers in the social and community services sector.

The Government will put a joint submission on equal pay with the Australian Services Union to the independent umpire, Fair Work Australia. To back up its commitment the Government is prepared to provide over \$2 billion to fund its share of any wage increases awarded.

Final hearings by the Full Bench of Fair Work Australia (11 Exhibition Street, Melbourne) on the equal remuneration case are scheduled for Monday 28 November 2011, Wednesday 7 December 2011 and Thursday 8 December 2011.

A final decision is anticipated in early-mid 2012. The ACT Government will use the case as an opportunity to discuss with the community services sector ideas for reform of the sector.

## CYFS Draft Practice Framework

The Draft Practice Framework is a living document that identifies Practice Principles to help guide the practice of workers to combine the workers knowledge, collaborative practice and evidence base to deliver the best outcomes for the service user.

The Draft Framework has been presented and discussed at both the CYFS Directors and CYFS Practice Leadership Group Meetings. It will be further discussed at the next Planning Day scheduled for 6 December 2011.

The Child, Youth and Family Services Training and Workforce Development Sub-Committee has recommended the allocation of funds for training to support the piloting of the Draft Practice Framework. The pilot process is intended to test and refine the Draft Framework as well as the accompanying training. Further information will be provided once it becomes available.

There has been discussion for some time now about broadening the application of the Practice Framework to other relevant sectors and stakeholders, including the Youth Homelessness Sector. Following several discussions with the Youth Homelessness team, including a presentation from Kate Butler (project officer), we can advise, the Youth Homelessness sector will be adapting the Practice Framework for their service providers. There has also been in-principle agreement from the Youth Homelessness team to contribute additional funding to the project to enable the necessary training and piloting to occur with the sector.

## CYFS Service Delivery Framework Evaluation

On 29 November 2011, the CYFS Training and Workforce Development Sub-Committee discussed the need to plan for program evaluation by building an evaluation plan that incorporates system and service user evaluation.

It was proposed that a Sub-Committee be formed with representatives from Government and non-government agencies to consider the scope of the project and possible independent sources to conduct the evaluation.

Further discussion will occur at the next CYFS Training and Workforce Development Sub-Committee scheduled for 15 December 2011.

## Reengagement Network Boards – Representation of CYFS Providers

The Community Services Directorate has been in discussion with the Education and Training Directorate regarding representation by the Network Coordinators and the Information, Engagement and Coordination Service on each of the four Reengagement Network Boards. The Community Services Directorate has discussed the potential for two dedicated positions on each Reengagement Network Board for a representative from the Information, Engagement and Coordination Service and one for the Network Coordinator in each Network. The Education and Training Directorate has indicated support for this at officer level.

## Feedback required from agencies in order of priority:

- Proposals for transition services and support for clients.
- Infrastructure requirements.
- FAQs.

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***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***

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The aims of the Reengagement Network Boards (Network Boards) are to develop strategies and action plans that are aligned to the ACT Youth Commitment objectives, to identify and communicate current pathways into education, training, or employment for the reengagement of young people, and identify and develop future pathway opportunities. The role of the Board representatives is to both access and share knowledge of networks, programs and services.

The Tuggeranong Reengagement Network Board is the first of the four Boards to be established and general nominations for the remaining three Boards are being advertised shortly.

### **Overview of Planning Day: 8 November 2011**

The day was well attended which allowed the group to have meaningful discussions to identify ways forward and ensure every agency has access to the same information. The day allowed Government representatives the opportunity to provide updates on work that is being developed out of session and work with the non-government sector to further identify what other processes and documents will have to be developed to aid the implementation of the Service Delivery Framework.

Preferred respondents provided short presentations on their service models to facilitate discussions on how the service model will work in frontline service delivery.

The summary report and full write up were distributed to CYFS Directors, Practice Leaders and other representatives on 24 November 2011.

### **Next Planning Day: 6 December 2011**

This planning day will provide the opportunity for each of the new services to further discuss their service models, performance indicators, transitions, and any concerns regarding implementation. There will be short presentations by single select providers and the Peak bodies on their model of service. How clients will transition into and flow through the service system will be discussed and feedback from the first planning day will also be provided.

Other important issues for discussion will be training and workforce development, program evaluation and a presentation on outcomes measurement by Ms Caroline Hall, Senior Project Officer, Community Services Directorate.

### **Key messages for service users**

The Community Services Directorate has developed a one page fact sheet for young people to be distributed through the school networks and individual agencies. This fact sheet has been developed in consultation with a number of youth friendly agencies. The one page fact sheets answers the following questions:

- So what's happening and when?
- Why?
- Yeah ok, but what does this mean for me?
- What does it mean for the youth service I go to?
- What are the new services?
- What else?
- I am 18 to 25 years old and don't have contact with my family, are services still available to me?
- So where can I get more information on the changes?

The fact sheet will be made available to schools and agencies for distribution to young people prior to the end of the ACT school term.

### **Information to assist in communication about staffing needs**

Agencies have collectively reiterated the need to provide timely advice and support to staff during the transition. This is both to support staff where services are not continuing and to ensure that services are available to clients throughout the period to 1 March 2012. Families ACT in partnership with the Youth Coalition of the ACT prepared and distributed a template on 17 November 2011 that allowed agencies to identify vacancies and commencement dates. This information will be shared within the sector to facilitate communication with staff about the potential movement of staff between agencies. It is not intended to replace agencies individual recruitment processes.

A further reminder was sent on 2 December 2012 as the original response rate was extremely low.

Please provide any details on recruitment and staffing to Will Mollison, Families ACT at [familiesact@frsa.org.au](mailto:familiesact@frsa.org.au).

### **Risk Assessments**

As a part of initiating new service models and new contracts, the ACT Government requires service providers to fill out a risk profile to assess what level of risk the new service will have. This assessment helps determine the level and type of insurance your agency requires. Risk Profiles must be submitted before a contract can be written, so please complete as soon as possible – the process will take a maximum of 30 minutes.

This is a short exercise that will leave you with a rating between 0 and 10. Depending on the score service providers may need to submit a risk management plan but this will be completed at a later stage. Risk Profiles can be completed through the ACTIA website <http://www.insuranceriskadvice.act.gov.au> (click on the right hand tab - Risk Profiles and Plans for Community Groups. If you need additional assistance or have any questions regarding your risk profile or risk plan please call ACT Insurance Agency on (02) 6207 0302.

Once you have completed your risk plan please submit a copy to Alison Lawrence at [alison.lawrence@act.gov.au](mailto:alison.lawrence@act.gov.au).

### **Questions, answers and innovative ideas:**

The attached Questions, Answers and Innovative Ideas Sheet aims to capture and share the issues raised in discussions between agencies and the Directorate for all agencies to be aware of. We plan to update this sheet with each communiqué and welcome any questions or innovative ideas for inclusion in the next versions.

Please email any questions or ideas to [jeremy.chalmers@act.gov.au](mailto:jeremy.chalmers@act.gov.au).

# Implementation of the new Child, Youth and Family Services (CYFS)

## QUESTIONS, ANSWERS AND INNOVATIVE IDEAS SHEET

QUESTIONS	ANSWERS
<b>Budgets/Funding/Service Funding Agreements</b>	
<b>How will “one off” interventions be reflected in the new Service Funding Agreements?</b>	The primary target group for service delivery under the CYFS Framework is children, young people and their families. It would be expected that services would work with individuals to identify programs that best meet their needs, this may be within their organisation or by referral to a more appropriate service.
<b>What happens to funding if services stop before 1 March?</b>	<p>The Directorate will undertake discussions with agencies individually. However, in general, small amounts of unused funding will not be recalled. Those agencies that are providing services under the new CYFS may consider bringing forward service delivery to support service users during the transition period. Other unused funding may need to be returned if it is of substantial value. This would be used to support other transition activities.</p> <p>The Service Funding Agreement (Schedule 4 Funding Amount and Payment) allows for the Territory to reasonably determine amounts to be repaid to the Territory if the Organisation ceases to provide the services or any part of the services.</p>
<b>Is funding available for set up/establishment costs associated with transitioning to the new service model?</b>	Existing services transitioning to the new service model may require one-off assistance to support their proposed service model (i.e reconfiguration of infrastructure, project offer). This issue has been discussed at individual negotiation meetings and agencies have been requested to submit proposals to the Directorate for consideration.
<b>Is there any funding available to agencies for staff redundancies?</b>	No. Funding paid to organisations includes provisions for staffing overhead costs to enable organisations to meet their obligations as employers. The SACS Award sets out the provisions for redundancies. In line with procurement guidelines, the Territory is required to ensure any funding provided under a Service Funding Agreement is used for the purpose for which it was intended (as approved under the Sub Sector Funding Plan).
<b>Staffing</b>	
<b>How do we balance transition-out with transition-in. Particularly around staff retention to ensure our agency has capacity to respond to client needs during the</b>	Retaining staff to continue business as usual during the transition phase is critical. Clearly defined strategies should be included in agency transition plans - this is an excellent opportunity to strengthen inter-agency partnerships and work closely across agencies to develop joint solutions for clients. Agencies are encouraged to start bedding down their transition staffing model and to talk with the directorate about this. We are interested, not only in your ideas, but in the actual number of

<p><b>change over?</b></p>	<p>staff potentially affected within each agency and network.</p> <p>In addition, the Directorate has offered to consider short-term models which enable agencies and/or networks to continue to respond to client needs during the transition phase. In continuing business as usual, there will be a number of short-term solutions which could be implemented; for example: to create a holding pattern, whereby group activities (rather than individual case management activities) are established for the duration of the transition period. The Directorate has provided agencies with a transition template to guide this process.</p> <p>A central co-ordination point has been suggested, to coordinate between staff and position availability. The Directorate is currently looking at how this might work, who is best placed to provide the service and how quickly it can be established.</p>
<p><b>Is there an option for staff to transfer across to incoming agencies?</b></p>	<p>Refer above. Best practice dictates a fair and transparent process. In-coming agencies will conduct open recruitment processes, in which staff will have opportunity to apply for positions on merit.</p>
<p><b>What message do we give staff?</b></p>	<p>Individual agencies will have their own messages to convey. A communication strategy is currently being drafted by the Directorate which will be circulated to all agencies. In addition, the communiqué and feedback from the Peaks meeting with the Directorate will include information to include in key messages for communication to staff.</p>
<p><b>Clients</b></p>	
<p><b>How do we continue to support clients during the transition phase, given reduced capacity with staff leaving to take on other jobs?</b></p>	<p>Refer staffing above.</p>
<p><b>Confidentiality of client records?</b></p>	<p>This will not change for ongoing services.</p> <p>For services that are ceasing and where clients are being referred to other agencies for ongoing support, it is important to discuss the transfer of records with your client and obtain their consent.</p> <p>For services that are ceasing and the client support has closed, these records are to be maintained by the agency in the interim. The Directorate is currently seeking legal advice as to the ownership of these records (and therefore the archiving and disposal of such records) in accordance with the Territory Records Act 2002. Further advice will be provided to agencies when available.</p>
<p><b>What messages do we give clients?</b></p>	<p>Individual agencies will have their own messages to convey. A communication strategy is currently being drafted by the Directorate which will be circulated to all agencies. In addition, the communiqué and feedback from the Peaks meeting with</p>

	the Directorate will include information to include in key messages for communication to clients.
<b>What's the hand-over process and timing?</b>	This is being discussed at the contract negotiation meetings and the transition-out meetings with agencies and will form part of the agency transition plans. It will be further discussed at the planning day.
<b>Who's responsible for client transition?</b>	Both in-coming and outgoing agencies. These agencies should work closely together in drafting their transition plans and identifying a "go live" date, from when the in-coming agency will assume total responsibility for clients.  The Directorate is also willing to consider one-off arrangements to maintain ongoing service provision for existing clients who are being supported by an agency who may no longer be providing the service after 29 February 2012. This is to ensure no client is negatively impacted by the transition to the new service model.
<b>Services Provision</b>	
<b>What is the role of the Network Coordinators?</b>	The Network Coordinators will manage the engagement of services with identified service users across the four networks, this will include managing the transition of service users, building and supporting collaborative practice between service providers and across the broader service system and monitoring and developing strategic responses to improve services and service delivery.  Network Coordinators will work in partnership among the networks and with the Information, Engagement and Coordination Service. Their role is important in ensuring seamless service delivery to the service users and developing linkages that deliver best outcomes. Network Coordinators will not be working in isolation, they will be supported by other Network Coordinators, Information, Engagement and Coordination Service and other service providers.
<b>What is the relationship between service networks in terms of capacity, if one area has surplus capacity and another doesn't, can clients be transferred?</b>	Yes, if it is in the best interests of the service user and if the service user is open to this transition.
<b>What are the arrangements for Tuggeranong, where there is no dedicated provider?</b>	A number of agencies have been identified through the tender process to provide case management services to children, young people and families in the Tuggeranong region. Whilst not necessarily based in the Tuggeranong region, the agencies are required to provide services in this region, this may be through an outreach or outposted service model.  No clients in the Tuggeranong region will be disadvantaged.
<b>What's happening with Group Activities?</b>	The Directorate has received proposals for this service model and aims to have the process finalised by mid-late November 2011.

<b>Records Management / Confidentiality and Privacy</b>	
<b>What's the legislation we need to be aware of?</b>	<p>Privacy Act 1988 (Commonwealth)</p> <p>Freedom of Information Act 1982 (Commonwealth) and 1989 (ACT)</p> <p>Children and Young People Act 2008 (ACT)</p> <p>Territory Records Act 2002</p> <p>Health Records Act 1997 (Privacy and Access) (ACT)</p> <p>Family Law Act 1975 (Commonwealth)</p>
<b>What happens to client records?</b>	<p>See "Confidentiality of Client Records" above.</p> <p>In addition, as part of the Practice Framework, Information Sharing and Protection of Client Confidentiality Guidelines are currently being developed to assist agencies and staff to more fully understand their responsibilities and obligations. These guidelines will be put out to consultation and testing prior to the implementation of the pilot for the Practice Framework.</p>
<b>Who is responsible for updating client records, given the new model's partnership approach?</b>	See "Confidentiality of Client Records" above.
<b>Who can access client info in the new model and what's the process how will they be accesses in future?</b>	See "Confidentiality of Client Records" above.
<b>Models and Frameworks</b>	
<b>Who got the tender for the Aboriginal and Torres Strait Islander Engagement Service? Throughout the tender process was there much consultation with the local Aboriginal and Torres Strait Islander community? As Aboriginal and Torres Strait Islander people have been flagged in all of the Service Delivery Framework.</b>	<p>Services were invited to tender for the Aboriginal and Torres Strait Islander Services as part of the new Service Delivery Framework. No services submitted a response. The Community Services Directorate is currently in discussions with Relationships Australia, Northside Community Service and the Aboriginal Justice Centre to identify the best way to deliver the Aboriginal and Torres Strait Islander Engagement Service. A presentation on the current thinking for this service model is scheduled for the CYFS Directors Meeting on 25 November 2011. Consultation with the Aboriginal and Torres Strait Islander community did occur as part of the development of the Service Delivery Framework.</p>
<b>Is there opportunity to change/modify what was proposed in the RFP?</b>	<p>Yes. The Service Delivery Framework is a living document. In line with best practice and the growing of the evidence base (through the implementation of the service delivery framework), reflective practice and program evaluation there may be a need to redefine the models. This process will be undertaken in consultation with agencies.</p>
<b>Evaluation and Monitoring</b>	
<b>Key Performance Indicators –</b>	KPIs will be based on the Results Based Accountability Framework and will include:

**what will they be?**

- The big picture ACT Government population indicators (which the Directorate needs to report-up on)
- generic, cross-service indicators
- service specific indicators

The Directorate is aiming for 9-12 maximum, with a series of additional KPIs which will become effective as the model evolves and against identified timelines. However, there will be no more than 12 at any time. The Directorate has identified a number of KPI's and is currently workshopping these with the sector. Further work on the KPI's will occur at the planning day in November and December.

Ongoing evaluation of the Framework (and associated service models) will be critical to success, in particular, close monitoring over the first 12 months following implementation. The Directorate and the sector will work collaboratively on the monitoring and evaluation process.