



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

Message from the Director, OCYFS

Hello and welcome to the next communiqué for 2011 in relation to the implementation of the new Child, Youth and Family Services Program.

A huge thank you to everyone who participated in the third planning day on 6 December 2011. The day was well attended by CYFS providers and stakeholders including representatives from Care and Protection Services, Youth Services, Disability ACT, Child and Family Centres and Mental Health ACT to name a few. We had positive feedback, particularly from stakeholders that the day allowed for greater collaboration throughout the wider human service system in Canberra. I plan to expand our communications and collaboration in 2012, including through the next planning day scheduled for 8 February 2012.

In this edition of the communiqué you will find information on the finalisation of the tender process, Transition Guidelines for the period between December 2011 and March 2012 including specific services that will operate during the period and the draft Practice Framework. The outcomes of the planning day held on 6 December 2011 are also included.

The updated Questions, Answers and Innovative Ideas sheet is also attached to this communiqué. This list highlights key issues that have been raised with us in a number of forums. Please continue to send in any questions that you would like addressed, or innovative ideas, for inclusion in the next communiqué.

I would like to thank everyone again for the continued collaboration on the roll out of the Child, Youth and Family Services Program and wish you a safe Christmas and New Year. We look forward to continuing our efforts in 2012.

Leanne Power, Director OCYFS

Key Upcoming Dates (Updated)

3 February 2012

CYFS Directors Meeting
Time: 9:30am to 11:30am
Venue: TBA

8 February 2012

Planning Day with providers across the new CYFS Framework and stakeholders.
Time: 9:30am to 4pm
Venue: Reflections Room – Tuggeranong Community & Function Centre, 245 Cowlshaw Street, Greenway

23 February 2012

CYFS Practice Leadership Group Meeting
Time: 9:30am to 11:30am
Venue: The Smith Family, Launceston Street, Woden

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

Finalisation of the tender process

The tender process for the Child, Youth and Family Services Program has now been finalised. The following services will be provided under the new Service Delivery Framework:

Service activity	Preferred Respondent/s
Information, Engagement and Coordination Service	Parentline ACT Inc
Intensive Intervention Services	Barnardos Australia
Therapeutic Services	Relationships Australia Canberra and Region Inc Companion House Assisting Survivors of Torture and Trauma Inc Young Women's Christian Association of Canberra
Culturally and Linguistically Diverse Youth Engagement Services	Companion House Assisting Survivors of Torture and Trauma Inc Consortium of the Queanbeyan Multilingual Centre Inc and Youth Coalition of the ACT (Multicultural Youth Services ACT)
Young Carers and their Families Engagement and Support Services	Anglicare Canberra and Goulburn
Network Coordination Services – Belconnen Network	Belconnen Community Service Inc
Network Coordination Services – North/Gungahlin Network	Barnardos Australia
Network Coordination Services – South/Western Network	Consortium of Woden Community Service Inc / Southside Community Services Inc / Anglicare Canberra and Goulburn
Network Coordination Services – Tuggeranong Network	Communities@Work
Case Management Activities	Canberra Police Community Youth Club Inc (all of Territory) Barnardos Australia (all of Territory) The Smith Family (all of Territory) Roman Catholic Church for the Archdiocese of Canberra and Goulburn as Trustees of CatholicCare (all of Territory) Consortium of Woden Community Service Inc / Southside Community Services Inc / Anglicare Canberra and Goulburn (South/Western Network only) Belconnen Community Service Inc (Belconnen Network only) UnitingCare Kippax (part of Belconnen Network only)
Youth Engagement Services – Belconnen Network	Belconnen Community Service Inc
Youth Engagement Services – North/Gungahlin Network	Consortium of Northside Community Services / Anglicare Canberra and Goulburn
Youth Engagement Services – South/Western Network	Consortium of Woden Community Service Inc / Southside Community Services Inc / Anglicare Canberra and Goulburn
Youth Engagement Services – Tuggeranong Network	Consortium of Communities@Work / Young Women's Christian Association of Canberra
Group Programs	Relationships Australia Canberra Police Community Youth Club Inc Belconnen Community Service Inc (Belconnen network only) Tuggeranong Community Arts Association Society of St Vincent de Paul Pty Ltd
Peak Bodies	The Youth Coalition of the ACT Families ACT
Single Select/Complementary Services funded under CYFS	Lone Fathers Association Majura Womens Group Migrant and Refugee Settlement Services St Vincent De Paul Scouts ACT Girl Guides ACT Duke of Edinburgh Gugan Gulwan NAPCAN – National Child Protection Week

Transition Guidelines have been distributed

The Transition Guidelines were distributed to all CYFS providers on Friday, 16 December 2012. The Guidelines have also been distributed to the Community Services Directorate service delivery areas including, Child and Family Centres, Care and Protection Services, Youth Services and Housing ACT.

The Transition Guidelines, which were informed by input from agencies provide information on the services that will be available during the transition period from December 2011 to March 2012 include Christmas Shutdown dates and times for all agencies. The Transition Guidelines provide a comprehensive view of CYFS capacity as well as highlighting a number of other services available such as the Child and Family Centres, Centrelink Social Workers, Family Relationship Centres, Family Law Services and Housing services.

Following feedback, the Directorate has made two versions available. The Transition Guidelines have been sorted both alphabetically by agency name, whilst the second version has been broken into categories for Youth and Family.

Additional services provided during the transition period

As detailed in the last communiqué, a number of agencies have initiated specific services that will be available during the transition period. These services will be provided for children, young people and families who are high risk/high needs and include:

- Parentline – will operate a dedicated Youth Line to provide active holding through telephone, online and limited face-to-face contact. The Youth Line can be contacted on (02) 6162 4718.
- Barnardos – will deliver an intensive case management service. During the transition period the service will be available to all high needs clients with a focus on the Tuggeranong and Gungahlin Networks. Please contact Barnardos on (02) 6228 9500.
- Relationships Australia – will commence provision of Therapeutic Services in December 2011. For further information, please contact (02) 6122 7100.
- The Smith Family – will provide low level case management services for young people and families during January and February 2012. The Smith Family is offering some sponsorship for social inclusion programs for children, young people and families in ACT Housing. For further information, please call Olga on (02) 6283 7626.
- In addition to the above four agencies delivering transition services, Canberra PCYC has advised they will be providing Holiday Programs that can accommodate up to 28 young people per week. The Directorate has agreed to fund a number of these places. This program is available to existing clients that have no other supports available to them during the holiday period. For further information, please contact CPCYC on (02) 6175 8100.

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.

At the planning day it was agreed that all referrals made during the transition period, would be made on the principle of 'warm referral'. Effective referral processes are critical to ensuring clients continue to work towards meeting their goals and achieving positive outcomes. When referring children, young people and families, service providers need to take into account client need and client choice. Information on warm referrals was circulated by the Directorate on 12 December 2011.

If you require a copy of the Transition Guidelines please contact Ms Alison Lawrence on (02) 6205 0733 or at alison.lawrence@act.gov.au. Also, if there are any changes to the information your agency has provided please let Alison know as soon as possible so this information can be updated and circulated.

CYFS Draft Practice Framework (Update)

The Draft Practice Framework has been presented and discussed at a number of forums including the CYFS Directors Group, CYFS Training and Workforce Development Sub-Committee and the CYFS Practice Leadership Group.

At the planning day on 6 December 2011, the funding proposal for the Draft Practice Framework Pilot Training Program was endorsed. The training program will involve an orientation to the Practice Framework and guidelines, supervision and reflective practice, sharing information and confidentiality, using child centred and family focused principles within teams and active engagement strategies.

Five organisations have now been identified as pilot sites. These are:

- CatholicCare;
- Relationships Australia;
- Belconnen Community Service;
- Parentline; and
- Our Place – (a consortia between Barnardos and Anglicare which is funded by through Housing ACT).

NB: Housing ACT has committed to adopting the Practice Framework and will contribute additional funding to the project to enable the necessary training and piloting to occur with the social housing and homelessness sector.

CYFS Service Delivery Framework Evaluation

As discussed at the planning day on 6 December 2011, following the CYFS Training and Workforce Development Sub-Committee Meeting on 29 November 2011, Professor Morag McArthur of the Institute of Child Protection Studies, Australian Catholic University and Kate Butler of Families ACT submitted a proposal to the Directorate regarding training on evaluation and its application for the CYFS Program.

Feedback required from agencies in order of priority:

- Proposals for transition services and support for clients.
- Infrastructure requirements.
- FAQs.
- Nominations for the Evaluation Sub-Committee.

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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

The Directorate has accepted the quote and will be liaising with the Institute as to the timing of the training. The Directorate is seeking nominations for representatives to participate in an Evaluation Sub-Committee to build an evaluation plan that incorporates system and service user evaluation including recommendations on possible independent sources to conduct the evaluation.

Please provide nominations to Jeremy Chalmers at jeremy.chalmers@act.gov.au.

Overview of Planning Day 6 December 2011

The day was well attended by CYFS providers and stakeholders, including Disability ACT, Youth Services, Child and Family Centres, Care and Protection Services, Housing ACT and Mental Health ACT. These stakeholders were invited following recommendations from the Planning Day held on 8 November 2011.

Presentations were provided by the Directorate, Majura Womens Group, Migrant and Refugee Settlement Services, Gugan Gulwan, St Vincent De Paul and the peak bodies – Families ACT and the Youth Coalition of the ACT. These presentations followed on from presentations delivered at the Planning Day held on 8 November 2011 and allowed other CYFS providers and stakeholders the opportunity to understand the range of complementary services available to children, young people and their families under the CYFS Program.

A significant discussion was had in the afternoon to further develop the Transition Guidelines and to discuss initiatives such as the pilot sites for the Draft Practice Framework. Participants agreed that a focused discussion on outcomes and key performance indicators would be held at the next planning day. A presentation on the status of the Outcomes Purchasing Framework by Ms Caroline Hall focused on outcomes measurement.

Next Planning Day 8 February 2012

Participants at the 6 December 2011 planning day agreed that the next planning day will be held on 8 February 2012. In addition to outcomes and performance measures the planning day will focus on data collection and training requirements.

The Directorate expects to provide a number of background papers/draft documents out of session that will provide the basis of discussions at the planning day.

Further information on the agenda will be made available in January 2012.

Key messages for service users

The Community Services Directorate in consultation with the sector has developed a one page fact sheet for young people outlining what is happening within the CYFS program and what the changes mean for young people accessing services.

The Fact Sheet forms a key part of the communication strategy on the new Child, Youth and Family Services Program.

Christmas Shutdown Times



Community Services Directorate:

5pm 23 Dec 2011 to 8:30am 3 Jan 2012

Anglicare:

23 Dec 2011 to 3 Jan 2012

Barnardos:

23 Dec 2011 to 3 Jan 2012. On call available 24 hours per day throughout the Christmas period.

Belconnen Community Service:

1pm 23 Dec 2011 to 3 Jan 2012

CatholicCare:

23 Dec 2011 to 4 Jan 2012

Communities@Work:

5pm 23 Dec 2011 to 3 Jan 2012

Companion House:

23 Dec 2011 to 3 Jan 2012

Duke of Edinburgh:

24 Dec 2011 to 1 Feb 2012

Families ACT:

23 Dec 2011 to 16 Jan 2012

Girl Guides:

23 Dec 2011 to 30 Jan 2012

Gugan Gulwan:

21 Dec 2011 to 3 Jan 2012

Gungahlin Regional Community Service:

23 Dec 2011 to 3 Jan 2012

Lone Fathers Association:

16 Dec 2011 to 3 Jan 2012

Majura Women's Group:

21 Dec 2011 to 1 Feb 2012

Marymead:

23 Dec 2011 to 3 Jan 2012

Migrant and Refugee Settlement

Services:

5pm 23 Dec 2011 to 9am 9 Jan 2012

Northside Community Service:

23 Dec 2011 to 3 Jan 2012

Parentline:

23 Dec 2011 to 3 Jan 2012. The service will be available to take calls on 29 & 30 Dec 2011.

CPCYC:

22 Dec 2011 to 3 Jan 2012

Richmond Fellowship:

23 Dec 2011 to 3 Jan 2012

Relationships Australia:

23 Dec 2011 to 6 Jan 2012

Scouts ACT:

23 Dec 2011 to 9 Jan 2012

The Smith Family:

12 noon 23 Dec 2011 to 9am 3 Jan 2012

Southside Community Services:

12 noon 23 Dec 2011 to 3 Jan 2012

St Vincent De Paul:

23 Dec 2011 to 3 Jan 2012

Tuggeranong Community Arts:

16 Dec 2011 to 10 Jan 2012

Woden Community Service:

23 Dec 2011 to 3 Jan 2012

Uniting Care Kippax:

23 Dec 2011 to 9 Jan 2012

Youth Coalition of the ACT:

23 Dec 2011 to 3 Jan 2012

YWCA of Canberra:

23 Dec 2011 to 3 Jan 2012

Information on Emergency Relief Providers can be located at www.citizensadvice.org.au

The Directorate will distribute the Fact Sheet as widely as possible including being provided to schools, added to websites and to individual agencies from now to early in the new year. The Fact Sheet was sent to all CYFS agencies on 14 December 2011. Agencies are encouraged to use the information contained in the Fact Sheet to facilitate discussions and communications with the young people.

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 period. This is both to support staff where services are not continuing and to ensure that services are available 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. Following discussion at the CYFS Practice Leadership Group on 8 December 2011, the template was sent to Practice Leaders on 12 December 2011.

Please provide any details on recruitment and staffing to Will Mollison, Families ACT at familiesact@frsa.org.au.

Out of Home Care Agency 2011 Christmas Shutdown Dates

The following information is provided on the Christmas Shutdown arrangements for Out of Home Care Providers:

- Barnardos will close from 23 December 2011 until 29 December 2011. Barnardos will be closed on Public Holidays but will have after hours operating. Barnardos Out of Home Care Services can be contacted on (02) 6241 5466.
- Communities@Work will close from 23 December 2011 until 3 January 2012. Communities@Work will be closed on Public Holidays. For further information, please call (02) 6293 6500.
- Marymead Child and Family Centre will close from 23 December 2011 until 3 January 2012. Marymead Child and Family Centre will be closed on Public Holidays. For further information, please call (02) 6162 5800.
- Premier Youthworks will not be closing over the Christmas period.
- Richmond Fellowship will not be closing over the Christmas period.
- CREATE will close from 23 December 2011 until 3 January 2012. CREATE will be closed on Public Holidays. For further information, please call (02) 6253 1451.
- Relationships Australia will close from 23 December 2011 until 6 January 2012. Relationships Australia will be closed on Public Holidays. For further information, please call (02) 6122 7100.
- The Foster Carer Association will not be closing over the Christmas period. Further information can be obtained by calling the Association on (02) 6232 1822.

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. The sheet is updated with each communiqué and the Community Services Directorate welcomes any questions or innovative ideas for inclusion in the next version.

Please email any questions or ideas to jeremy.chalmers@act.gov.au.

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

QUESTIONS, ANSWERS AND INNOVATIVE IDEAS SHEET

QUESTIONS	ANSWERS
Budgets/Funding/Service Funding Agreements	
How will “one off” interventions be reflected in the new Service Funding Agreements?	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.
What happens to funding if services stop before 1 March?	<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>
Is funding available for set up/establishment costs associated with transitioning to the new service model?	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.
Is there any funding available to agencies for staff redundancies?	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).
Staffing	
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	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>change over?</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>Is there an option for staff to transfer across to incoming agencies?</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>What message do we give staff?</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>Clients</p>	
<p>How do we continue to support clients during the transition phase, given reduced capacity with staff leaving to take on other jobs?</p>	<p>Refer staffing above.</p>
<p>Confidentiality of client records?</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>What messages do we give clients?</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.
What's the hand-over process and timing?	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.
Who's responsible for client transition?	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.
Services Provision	
What is the role of the Network Coordinators?	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.
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?	Yes, if it is in the best interests of the service user and if the service user is open to this transition.
What are the arrangements for Tuggeranong, where there is no dedicated provider?	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.
What's happening with Group Activities?	The Directorate has received proposals for this service model and aims to have the process finalised by mid-late November 2011.

Records Management / Confidentiality and Privacy	
What's the legislation we need to be aware of?	<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>
What happens to client records?	<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>
Who is responsible for updating client records, given the new model's partnership approach?	See "Confidentiality of Client Records" above.
Who can access client info in the new model and what's the process how will they be accesses in future?	See "Confidentiality of Client Records" above.
Models and Frameworks	
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.	<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>
Is there opportunity to change/modify what was proposed in the RFP?	<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>
Evaluation and Monitoring	
Key Performance Indicators –	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.