

LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

QUESTIONS PRIOR TO HEARING

Department of Communities

The Committee asked:

1) For each matter that had an impact in 2017-18, how much was spent on

a) Each spending change identified in the 2017-18 Budget and the 2018-19 Budget?

Answer:

The Annual Report does not classify expenditure against the specific spending decisions. Comprehensive detail of expenditure on the Department of Communities services is outlined on page 90 of the Annual Report.

b) Each capital project listed in the 2018-19 Budget asset investment program?

Answer:

A request for an extension for this answer has been submitted to the committee.

2) How frequently do you review your

a) Key performance indicators?

Answer:

The Department of Communities was formed on 1 July 2017 as a result of Machinery of Government changes to include the Department for Child Protection and Family Support, the Disability Services Commission, the Housing Authority, the community service functions from the Department of Local Government and Communities, the community patrol program and regional-related services from the Department of Aboriginal Affairs and the transfer of the Regional Services Reform Unit from the Department of Regional Development.

The key performance indicators of these legacy agencies were incorporated in the 2017-18 Budget Papers for the Department of Communities. Minor adjustments were made to the new Department's Outcome Based Management structure as part of the preparation of the 2018-19 Budget papers. The Department of Communities' Outcome Based Managed reporting structure and key performance indicators are being reviewed in preparation for the 2018-20 Budget papers.

The key performance indicators for the Disability Services Commission and the Housing Authority are reported on in their respective annual reports for 2017-18. The remainder (those from the former Department for Child Protection and Family Support and the community service functions from the Department of Local Government and Communities) are reported on in the Department of Communities Annual Report 2017-18.

b) Key performance indicator targets?

Answer:

Key performance indicator targets are reviewed annually as part of the State Budget process in conjunction with the Department of Treasury.

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3) When were your key performance indicators last reviewed?

Answer:

Minor adjustments were made to the new Department's Outcome Based Management structure as part of the preparation of the 2018-19 Budget papers.

4) Can you provide any documentation from your last review of your key performance indicators?

Answer:

A letter seeking the Under Treasurer's approval of amendments to the Department of Communities' Outcome Based Management structure is Attachment 1.

5) Can you list any new key performance indicators for this year?

Answer:

Not applicable.

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LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

QUESTIONS PRIOR TO HEARING

Department of Communities

Hon Nick Goiran MLA asked:

- 1) Have any children contracted a sexually transmitted infection while in the care of the CEO and, if yes, what are the numbers, by region, in 2017-18?

Answer:

In 2017-18, the Department of Communities received eight reports for children in the care of the Chief Executive Officer who had contracted a sexually transmitted infection:

| | |
|----------------|---|
| Armadale | 2 |
| Fremantle | 1 |
| Midland | 1 |
| Pilbara | 1 |
| Rockingham | 1 |
| South West | 1 |
| West Kimberley | 1 |

- 2) By region, what is the number of sexually transmitted infections reported to the Department of Communities in 2017-18?

Answer:

The Department of Health have an operational directive to notify the Department for Communities of all confirmed cases of sexually transmitted infections for children under the age of 14. In 2017-2018, there were 37 cases referred to the Department of Communities in the following districts:

| | |
|----------------|----|
| Armadale | 4 |
| Cannington | 1 |
| East Kimberley | 12 |
| Fremantle | 1 |
| Goldfields | 1 |
| Great Southern | 1 |
| Midland | 2 |
| Murchison | 1 |
| Peel | 1 |
| Pilbara | 3 |
| Rockingham | 1 |
| West Kimberley | 9 |

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3) I refer to the workloads of departmental staff during the reporting period, and I ask what was the minimum and maximum number of:

(a) full-time equivalents in each country and metropolitan district:

Answer:

The Department of Communities is only able to provide a snapshot of data at a point in time. The data below is at the end of the reporting period.

As at 30 June 2018, there were 788.2 FTE 'case carrying' Child Protection and Senior Child Protection Workers. The below table provides a breakdown of full-time equivalents within each country and metropolitan district.

Department of Communities

| Division | District | FTE |
|--|--------------------|--------------|
| Service Delivery Regional and Remote Communities | East Kimberley | 21.8 |
| | Goldfields | 24.9 |
| | Great Southern | 26.7 |
| | Murchison | 30.5 |
| | Pilbara | 44.8 |
| | South West | 45.4 |
| | West Kimberley | 34.8 |
| | Wheatbelt | 44.1 |
| Sub Total | | 273 |
| Service Delivery Metropolitan Communities | Armadale | 67.2 |
| | Cannington | 67.4 |
| | Fremantle | 39.6 |
| | Joondalup | 46.2 |
| | Midland | 61.9 |
| | Mirrabooka | 51.2 |
| | Peel | 34.3 |
| | Perth | 40.7 |
| | Rockingham | 44.1 |
| | Statewide Response | 62.6 |
| Sub Total | | 515.2 |
| Grand Total | | 788.2 |

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(b) Children in care allocated per district;

Answer:

The answers to questions b-f are provided based on the monthly Workload Management Reports. These reports are run on the first Friday of each month and provide a snapshot of data on that day. As such, the data below represents the highest and lowest as presented in these reports across the 2017-18 financial year.

| Division | District | Lowest allocated children in care | Highest allocated children in care |
|---|--------------------|-----------------------------------|------------------------------------|
| Service Delivery: Regional and Remote Communities | East Kimberley | 135.5 | 161 |
| | Goldfields | 124 | 141 |
| | Great Southern | 161.5 | 133 |
| | Murchison | 200 | 240.5 |
| | Pilbara | 171 | 197.5 |
| | South West | 270 | 306.5 |
| | West Kimberley | 151.5 | 184 |
| | Wheatbelt | 221.5 | 261.5 |
| Service Delivery: Metropolitan Communities | Armadale | 417.5 | 514.5 |
| | Cannington | 363.5 | 400 |
| | Fremantle | 246.5 | 295 |
| | Joondalup | 267.5 | 330.5 |
| | Midland | 337 | 394 |
| | Mirrabooka | 275 | 354.5 |
| | Peel | 203 | 228.5 |
| | Perth | 246.5 | 194 |
| | Rockingham | 234.5 | 338 |
| | Statewide Response | 0 | 0 |

(c) Other cases allocated per district;

Answer:

| Division | District | Other cases allocated lowest | Other cases allocated highest |
|---|--------------------|------------------------------|-------------------------------|
| Service Delivery: Regional and Remote Communities | East Kimberley | 68 | 91 |
| | Goldfields | 83 | 136 |
| | Great Southern | 70 | 114 |
| | Murchison | 82 | 108 |
| | Pilbara | 197 | 244 |
| | South West | 120 | 172 |
| | West Kimberley | 104 | 146 |
| | Wheatbelt | 90 | 119 |
| Service Delivery: Metropolitan Communities | Armadale | 133 | 187 |
| | Cannington | 127 | 159 |
| | Fremantle | 80 | 130 |
| | Joondalup | 81 | 137 |
| | Midland | 137 | 211 |
| | Mirrabooka | 87 | 132 |
| | Peel | 76 | 95 |
| | Perth | 71 | 95 |
| | Rockingham | 99 | 183 |
| | Statewide Response | 8 | 103 |

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(d) Children in care on the monitored list per district;

Answer:

| Division | District | Children in care on the monitored list lowest | Children in care on the monitored list highest |
|---|--------------------|---|--|
| Service Delivery: Regional and Remote Communities | East Kimberley | 0 | 20.5 |
| | Goldfields | 0 | 12.5 |
| | Great Southern | 9.5 | 39 |
| | Murchison | 9.5 | 51.5 |
| | Pilbara | 0 | 21.5 |
| | South West | 20 | 59.5 |
| | West Kimberley | 0 | 13.5 |
| | Wheatbelt | 6 | 49.5 |
| Service Delivery: Metropolitan Communities | Armadale | 1.5 | 73 |
| | Cannington | 11 | 48.5 |
| | Fremantle | 0 | 34.5 |
| | Joondalup | 4 | 40.5 |
| | Midland | 12 | 74.5 |
| | Mirrabooka | 0 | 41.5 |
| | Peel | 24.5 | 39.5 |
| | Perth | 11 | 64.5 |
| | Rockingham | 44 | 91.5 |
| | Statewide Response | 0 | 0 |

(e) Children who have been on the monitored list for greater than 90 days per district; and

Answer:

| Division | District | Children in care on the monitored list more than 90 days lowest | Children in care on the monitored list more than 90 days highest |
|---|--------------------|---|--|
| Service Delivery: Regional and Remote Communities | East Kimberley | 0 | 7 |
| | Goldfields | 0 | 2 |
| | Great Southern | 0 | 7 |
| | Murchison | 0 | 3 |
| | Pilbara | 0 | 3 |
| | South West | 0 | 7 |
| | West Kimberley | 0 | 0 |
| | Wheatbelt | 0 | 3 |
| Service Delivery: Metropolitan Communities | Armadale | 1 | 5 |
| | Cannington | 0 | 2 |
| | Fremantle | 0 | 4 |
| | Joondalup | 0 | 2 |
| | Midland | 0 | 5 |
| | Mirrabooka | 0 | 2 |
| | Peel | 1 | 12 |
| | Perth | 0 | 2 |
| | Rockingham | 0 | 11 |
| | Statewide Response | 0 | 0 |

Answer

(f) Staff carrying more than 15 cases per district?

Answer:

| Division | District | FTE carrying more than 15 cases lowest | FTE carrying more than 15 cases highest |
|---|--------------------|--|---|
| Service Delivery: Regional and Remote Communities | East Kimberley | 0 | 5 |
| | Goldfields | 0 | 4 |
| | Great Southern | 1 | 5 |
| | Murchison | 5 | 14 |
| | Pilbara | 1 | 8 |
| | South West | 6 | 13 |
| | West Kimberley | 0 | 7 |
| | Wheatbelt | 0 | 8 |
| Service Delivery: Metropolitan Communities | Armadale | 11 | 18 |
| | Cannington | 2 | 12 |
| | Fremantle | 2 | 8 |
| | Joondalup | 5 | 11 |
| | Midland | 5 | 11 |
| | Mirrabooka | 5 | 11 |
| | Peel | 0.9 | 11 |
| | Perth | 0 | 5 |
| | Rockingham | 1 | 7 |
| | Statewide Response | 0 | 7 |

4) I refer to Carer Standard of Care Assessments undertaken during the reporting period, and I ask:

(a) What were the number undertaken per district;

Answer:

| | |
|----------------|----|
| Armadale | 10 |
| Cannington | 22 |
| East Kimberley | 3 |
| Fremantle | 7 |
| Goldfields | 4 |
| Great Southern | 8 |
| Joondalup | 6 |
| Midland | 2 |
| Mirrabooka | 8 |
| Murchison | 14 |
| Peel | 10 |
| Perth | 2 |
| Pilbara | 6 |
| Rockingham | 2 |
| South West | 11 |
| West Kimberley | 2 |
| Wheatbelt | 7 |

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(b) What were the number of extensions granted per district;

Answer:

| | |
|----------------|---|
| Armadale | 0 |
| Cannington | 4 |
| East Kimberley | 0 |
| Fremantle | 0 |
| Goldfields | 0 |
| Great Southern | 0 |
| Joondalup | 2 |
| Midland | 0 |
| Mirrbooka | 0 |
| Murchison | 1 |
| Peel | 2 |
| Perth | 0 |
| Pilbara | 2 |
| Rockingham | 0 |
| South West | 1 |
| West Kimberley | 0 |
| Wheatbelt | 0 |

(c) What were the number of Assessments completed outside the mandated 30 day period and without an extension having been granted; and

Answer:

| | |
|----------------|----|
| Armadale | 10 |
| Cannington | 18 |
| East Kimberley | 3 |
| Fremantle | 0 |
| Goldfields | 4 |
| Great Southern | 6 |
| Joondalup | 3 |
| Midland | 2 |
| Mirrbooka | 8 |
| Murchison | 13 |
| Peel | 0 |
| Perth | 0 |
| Pilbara | 4 |
| Rockingham | 2 |
| South West | 10 |
| West Kimberley | 2 |
| Wheatbelt | 4 |

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- (d) What were the number of Assessments completed outside the period of time for which an extension had been granted?

Answer:

| | |
|----------------|---|
| Armadale | 0 |
| Cannington | 4 |
| East Kimberley | 0 |
| Fremantle | 0 |
| Goldfields | 0 |
| Great Southern | 0 |
| Joondalup | 2 |
| Midland | 0 |
| Mirrbooka | 0 |
| Murchison | 1 |
| Peel | 0 |
| Perth | 0 |
| Pilbara | 2 |
| Rockingham | 0 |
| South West | 1 |
| West Kimberley | 0 |
| Wheatbelt | 0 |

5) I refer to the briefings the Minister received during the reporting period in relation to Operation Fledermaus and the Pilbara Joint Response Team, and I ask:

- (a) How many briefings did the Minister receive;

Answer:

The Department of Communities met with Minister McGurk regularly between 1 July 2017 and 30 June 2018 during which verbal briefings on Operation Fledermaus and the Pilbara Joint Response Team were provided. It was a standing item on the agenda on at least 20 occasions.

- (b) Who provided those briefings; and

Answer:

The Director General and senior staff from the Department of Communities.

- (c) Did the Minister receive any documents at those briefings:

Answer:

Yes.



- (i) If yes, will you table those documents?

Answer:

Yes, please see attachment A.

The Minister requests the Committee accept the third document (Ministerial Ref: 74-00382/10) in private as it contains highly sensitive personal information which, if made public would be likely to identify individual child victims and alleged child perpetrators of sexual abuse. This could cause stigma and upset and would not be in the best interest of the children.

In addition, section 237 of the *Children and Communities Services Act 2004* restricts the publishing of information that identifies, or is likely to lead to the identification of, a child in care or a child who is or has been the subject of a child protection investigation.

- 6) During the reporting period, how many referrals were provided to the Department by WA Police of a registered offender having been identified as living with or having regular contact with young people?

Answer:

A request for an extension for this answer has been submitted to the committee.

- 7) I refer to the project plan for the establishment of two One Stop Hubs that was prepared during the reporting period, and I ask:

- (d) Will you table the project plan; and

Answer:

Yes, please see attachment B.

- (e) Was a contract entered into with Curtin University to conduct research and develop options for the two One Stop Hubs:

Answer:

Yes.

- (i) Was a report on those options due on 15 June 2018;

Answer:

Yes.

- (ii) Was the presentation of the report findings due by 30 June 2018;

Answer:

Yes.

- (iii) Were these deadlines met and if not, why not;

Answer:

No. The original term of contract was to 30 June 2018, but in May the Department of Communities granted a contract extension to 30 August 2018 to enable Curtin University to conduct additional consultations.



- (iv) Have these deadlines been extended and if so, what are the new deadlines;

Answer:

The revised deadlines were:

- presentation of findings by 30 July 2018; and
- final report by 30 August 2018.

The final report has been received and the findings are being reviewed by the Department of Communities.

- (v) What impact have these extensions had on the costs payable by the Department?

Answer:

The extension of the contract did not change the amount payable to Curtin University.

8) I refer to the service model developed during the reporting period to guide the allocation of \$1.7M to a non-government organisation to provide culturally appropriate support services to Aboriginal and CALD female victims of family and domestic violence, and I ask:

- (a) Did the process of development commence in September 2017;

Answer:

Yes.

- (b) Has the process been completed and if so, when was it completed; and

Answer:

No. It is anticipated that the scope of work to be undertaken by the funded service will be finalised in November 2018.

- (c) Has an open tender process now commenced and if so, when did it commence and when is it intended to conclude?

Answer:

The tender process has not yet commenced.



LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

QUESTIONS PRIOR TO HEARING – LATE REPORTS

Department of Communities

Hon Nick Goiran MLC asked:

- 1-2. What was the maximum and minimum number of Department of Communities employees in child-related work who on any given day during the reporting period did not have a valid Working with Children Check card?

What was the maximum and minimum number of Department of Communities employees in child-related work who on any given day during the reporting period did not have a valid Working with Children Check card or an application in process?

Answer:

During the reporting period there were zero Department of Communities paid employees who did not have a valid Working with Children (WWC) card or an application in process.

The Department of Communities systems produce reports for the reporting period on whether employees comply with the WWC legislation which requires individuals engaged in child-related work to have a current WWC card or an application for a WWC card underway.

Departmental systems report on WWC cards or applications in process at a current or future date. Reports that distinguish between WWC cards or applications in process are unable to be provided retrospectively.

3. I refer to page 45 of the Department of Communities Annual Report 2017-18 and the 166 negative notices issued during the reporting period, and I ask:

- (d) how many negative notices were issued to employees in the Department of Education;

Answer:

19 Negative Notices were issued to the Department of Education.

- (e) how many negative notices were issued to employees in the Department of Health;

Answer:

3 Negative Notices were issued to the Department of Health.

- (f) how many negative notices were issued to employees in the Department of Communities;

- (g) **Answer:**

1 Negative Notice was issued to a paid employee in the Department of Communities.



(h) to which departments were the remaining negative notices issued; and

- Department of Corrective Services - 1 Negative Notice.
- North Regional TAFE - 2 Negative Notices.
- South Metropolitan TAFE – 1 Negative Notice.

The remaining Negative Notices (139) were issued to people either self-employed, employed by a not-for-profit or private organisation or the Department of Communities, as unpaid foster carers.

(i) does any compliance action remain outstanding from any of those negative notices:

Answer:

No

(i) If yes, how many and for which department?

Answer: Not applicable.



ATTACHMENT ONE

LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS 2017-18 ANNUAL REPORT HEARINGS

ATTACHMENT ONE – QUESTION 2



Government of Western Australia
Department of Communities

Our Ref. 2014/07542

Mr Michael Barnes
Under Treasurer
Department of Treasury
Locked Bag 11
Cloisters Square WA 6850

Michael
Dear ~~Mr Barnes~~

Outcome Based Management Structure Review

I am writing to seek your approval of the attached proposed amendments to the Department of Communities' Outcome Based Management structure.

Given the limited time available to formulate a strategic plan and establish an organisational structure since the Department was formed on 1 July 2017, the proposed changes are minimal.

The outcomes, services and key performance indicators reflect the same amendments.

These proposed changes have been discussed with the Department of Treasury and the Office of the Auditor General, and agreed as appropriate for the 2018-19 Budget.

Yours sincerely

Grahame Searle
Director General

9 February 2018

Attachment:
Agency Outcome Based Submission Template

Department of Communities

Attachment

AGENCY OUTCOME BASED MANAGEMENT SUBMISSION TEMPLATE (MINIMAL CHANGE VERSION)

| | EXISTING | PROPOSED | RATIONALE/ COMMENTS |
|---|--|--|---------------------|
| GOVERNMENT GOAL | Strong Communities: Safe communities and supported families. | Strong Communities: Safe communities and supported families. | No change |
| AGENCY LEVEL GOVERNMENT DESIRED OUTCOMES | Families and individuals experiencing homelessness or other crises are assisted to overcome these crises. | Families and individuals experiencing homelessness or other crises are assisted to overcome these crises | No change |
| | People who have experienced or are at risk of experiencing family and domestic violence are and remain safe. | People who have experienced or are at risk of experiencing family and domestic violence are and remain safe. | No change |
| | Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care. | Children and young people at risk of needing protection are kept safe, diverted from the child protection system and prevented from entering care. | No change |
| | Children and young people needing protection are safe from abuse and harm. | Children and young people needing protection are safe from abuse and harm | No change |
| | Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes. | Children and young people in the CEO's care receive a high quality of care and have much improved life outcomes. | No change |

Department of Communities

| | | |
|--|---|---------------|
| The early education and care sector met required quality standards. | The early education and care sector meet required quality standards. | Present tense |
| Seniors received concessions and rebates administered by the Department. | Seniors receive concessions and rebates administered by the Department. | Present tense |
| Local community services and community building programs met the identified needs of individuals and families. | Local community services and community building programs meet the identified needs of individuals and families. | Present tense |
| People with disability have choice and control in determining services that meet individual needs. | People with disability have choice and control in determining services that meet individual needs | No change |
| The quality of life of people with disability is enhanced. | The quality of life of people with disability is enhanced | No change |
| People with disability have the opportunity to participate in community life | People with disability have the opportunity to participate in community life. | No change |
| Housing eligible Western Australians. | Housing eligible Western Australians. | No change |

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Department of Communities

SERVICES

| | | |
|--|--|---|
| 1. Homelessness and other support services. | 1. Homelessness and other support services. | No change |
| 2. Preventing and responding to family and domestic violence. | 2. Preventing and responding to family and domestic violence. | No change |
| 3. Earlier Intervention and family support services. | 3. Earlier intervention and family support services. | No change |
| 4. Working with children checks. 5. Child protection assessments and investigations. | 4. Working with children checks. 5. Child protection assessments and investigations. | No change |
| 6. Care arrangements for children in the CEO's care 7. Support services for children in the CEO's care. | 6. Care arrangements for children in the CEO's care. 7. Support services for children in the CEO's care | No change |
| 8. Regulation and support of the early education and care sector. | 8. Regulation and support of the early education and care sector. | No change |
| 9. Payments to individuals. | 9. Payments to individuals. | No change |
| 10. Delivery of community services, grants and resources. | 10. Delivery of community services, grants and resources. | No change |
| 11. Planning and coordination. | 11. Planning and coordination for people with disability. | Added specific words to distinguish disability services from other services |

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Department of Communities

| | | |
|--|--|---|
| 12. Residential services | 12. Residential services for people with disability. | Added specific words to distinguish disability services from other services |
| 13 Community living support. | 13 Community living support for people with disability. | |
| 14 Independent living support. | 14. Independent living support for people with disability. | |
| 15. Therapy and specialised care. | 15. Therapy and specialised care for people with disability. | |
| 16 Community participation. | 16. Community participation for people with disability. | Added specific words to distinguish from other services |
| 17 Advocacy, access and inclusion. | 17. Advocacy, access and inclusion for people with disability. | |
| 18. Rental housing. | 18. Rental housing. | No change |
| 19. Home loans | 19 Home loans. | No change |
| 20 Land and housing supply. | 20. Land and housing supply. | No change |
| 21. Government Regional Officers' Housing. | 21. Government Regional Officers' Housing. | No change |

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Department of Communities-

**KEY
EFFECTIVENESS
INDICATORS**

| | | |
|---|--|-----------|
| Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period. | Percentage of homelessness clients with some or all goals achieved at the completion of a homelessness service support period. | No change |
| Percentage of family and domestic violence clients with some or all goals achieved at the completion of an accommodation or support service Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV-related response within 12 months. | Percentage of family and domestic violence clients with some or all goals achieved at the completion of an accommodation or support service. Percentage of departmental clients who were assessed and received a response as a result of a family and domestic violence (FDV) incident and did not require another FDV-related response within 12 months. | No change |
| Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion. | Percentage of clients who received an earlier intervention and family support service whose child(ren) did not enter care within 12 months of service completion. | No change |

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Department of Communities

| | | |
|---|--|------------------|
| <p>Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.</p> <p>Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.</p> <p>Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm.</p> <p>Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated.</p> | <p>Proportion of working with children cards issued within 30 days of lodgement where the applicant had no criminal record.</p> <p>Proportion of decisions finalised within 60 days where the applicant for a working with children card had a criminal record.</p> <p>Improved safety - Proportion of children not subject to a subsequent substantiation of harm within 12 months of a previous substantiation of harm</p> <p>Improved safety - Proportion of children not subject to a substantiation of harm 12 months after an assessment of harm that was unsubstantiated.</p> | <p>No change</p> |
| <p>Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle.</p> <p>Proportion of children in the CEO's care who felt safe in their care arrangement.</p> <p>Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.</p> | <p>Proportion of Aboriginal children in the CEO's care placed in accordance with the Aboriginal and Torres Strait Islander Child Placement Principle.</p> <p>Proportion of children in the CEO's care who felt safe in their care arrangement.</p> <p>Proportion of children in the CEO's care with comprehensive care planning undertaken within set timeframes.</p> | <p>No change</p> |
| <p>Percentage of assessed early childhood education and care services that met or exceeded national standards.</p> | <p>Percentage of assessed early childhood education and care services that met or exceeded national standards.</p> | <p>No change</p> |

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Department of Communities

| | | |
|--|--|---|
| The take-up rate of Seniors Card. | The take-up rate of Seniors Card. | No change. While the outcome now includes HUGS, this hasn't featured previously in effectiveness indicators, is less material in the Dept of Communities budget than previously and will be reviewed more comprehensively for 2019-20 |
| Percentage of service users that had their identified needs met. Percentage of community building grants that were acquitted against identified outcomes. | Percentage of service users that had their identified needs met. Percentage of community building grants that were acquitted against identified outcomes | No change |
| Percentage of service users who achieve their individual plan outcomes. Satisfaction with individualised planning process. | Percentage of service users who achieve their individual plan outcomes. Satisfaction with individualised planning process. | No change |
| Proportion of quality evaluations which meet national standards. Satisfaction with service received. Proportion of the population in need who receive services | Proportion of quality evaluations which meet national standards. Satisfaction with service received Proportion of the population in need who receive services. | No change |
| Proportion of service users who achieve community participation outcomes. Service users' satisfaction with community access and inclusion. | Proportion of service users who achieve community participation outcomes. Service users' satisfaction with community access and inclusion | No change |

NOM

Department of Communities

| | | |
|--|--|---|
| <p>The extent to which the Housing Authority is responsive to the housing needs of eligible Western Australians (total housing assistances relative to the public rental waiting list).</p> <p>Waiting times for accommodation - applicants housed: Average Median.</p> <p>The extent to which the Government Regional Officers' Housing is responsive to the provision of housing to meet the needs of eligible Western Australian Government employees (total demand relative to current supply)</p> | <p>The extent to which the Department is responsive to the housing needs of eligible Western Australians (total housing assistances relative to the public rental waiting list).</p> <p>Waiting times for accommodation - applicants housed: Average Median</p> <p>The extent to which the Government Regional Officers' Housing is responsive to the provision of housing to meet the needs of eligible Western Australian Government employees (total demand relative to current supply)</p> | <p>Change "Housing Authority" to Department</p> |
|--|--|---|

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Department of Communities

KEY EFFICIENCY INDICATORS

| | | |
|--|--|-----------|
| Average Cost per Homelessness Client. | Average Cost per Homelessness Client. | No change |
| Average Cost per Family and Domestic Violence Case | Average Cost per Family and Domestic Violence Case. | No change |
| Average Cost per Earlier Intervention and Family Support Case | Average Cost per Earlier Intervention and Family Support Case. | No change |
| Average Cost per Application Processed. | Average Cost per Application Processed | No change |
| Average Cost per Screening Outcome. | Average Cost per Screening Outcome. | |
| Average Cost per Child Involved in Child Protection Cases. | Average Cost per Child Involved in Child Protection Cases. | No change |
| Average Cost per Day of a Foster Care Arrangement. | Average Cost per Day of a Foster Care Arrangement. | No change |
| Average Cost per Day of a Residential Based Care Arrangement. | Average Cost per Day of a Residential Based Care Arrangement. | No change |
| Average Cost per Day of an Exceptionally Complex Needs Care Arrangement. | Average Cost per Day of an Exceptionally Complex Needs Care Arrangement. | No change |
| Average Cost per Day of a Secure Care Arrangement. | Average Cost per Day of a Secure Care Arrangement. | No change |
| Average Cost per Day to Plan for and Support a Child in the CEO's Care. | Average Cost per Day to Plan for and Support a Child in the CEO's Care. | No change |

Department of Communities

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|---|---|--|
| Average Cost per Licenced Service for Regulation and Support. | Average Cost per Licenced Service for Regulation and Support. | No change |
| Average Management Cost per Seniors Card. | Average Management Cost per Seniors Card. | No change |
| Number of Grants and Service Agreements per FTE. Proportion of Administrative and Management Expenditure to Service Delivery Expenditure | Number of Grants and Service Agreements per FTE. Proportion of Administrative and Management Expenditure to Service Delivery Expenditure | No change |
| Proportion of Individual Plans Commenced within the Required Timeframe. Cost per Intensity of Individual Support Requirements. | Proportion of Individual Plans Commenced within the Required Timeframe. Average Cost per Intensity of Individual Support Requirements | No change Added "average" for consistency |
| Cost per Intensity of Individual Support Requirements. Cost per Service Activity. | Average Cost per Intensity of Individual Support Requirements Average Cost per Service Activity | Added "average" for consistency |
| Cost per Intensity of Individual Support Requirements Cost per Service Activity. | Average Cost per Intensity of Individual Support Requirements Cost per Service Activity. | Added "average" for consistency |
| Cost per Intensity of Individual Support Requirements Cost per Service Activity. | Average Cost per Intensity of Individual Support Requirements Average Cost per Service Activity | Added "average" for consistency |

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Department of Communities

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| Cost per Intensity of Individual Support Requirements. Cost per Service Activity. | Average Cost per Intensity of Individual Support Requirements. Average Cost per Service Activity. | Added "average" for consistency |
| Cost per Intensity of Individual Support Requirements. Cost per Service Activity. | Average Cost per Intensity of Individual Support Requirements. Average Cost per Service Activity | Added "average" for consistency |
| Cost per Service Activity. Proportion of Access, Inclusion and Advocacy Projects Completed within the Required Time. | Average Cost per Service Activity Proportion of Access, Inclusion and Advocacy Projects Completed within the Required Time | Added "average" for consistency |
| Operating Cost per Rental Property | Average Operating Cost per Rental Property. | Added "average" for consistency, but "operating" left in to differentiate from finance costs excluded from calculation |

ROM

Department of Communities

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|--|---|---------------------------------|
| Operating Cost per Current Loan Account. | Average Operating Cost per Current Loan Account | Added "average" for consistency |
| Operating Cost per Lot Developed. | Average Operating Cost per Lot Developed | Added "average" for consistency |
| Operating Cost per Property Sold. | Average Operating Cost per Property Sold. | |
| Operating Cost per Property. | Average Operating Cost per Property. | Added "average" for consistency |
| | | |

STAKEHOLDER
CONSULTATION

10M

ATTACHMENT A

LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS 2017-18 ANNUAL REPORT HEARINGS

ATTACHMENT A – QUESTION 5



RECEIVED
11 DEC 2017
BY: 7M-00382/15

Briefing Note

Minister for Child Protection; Women's Interests; Prevention of Family and Domestic Violence; Community Services

Ministerial Ref: 74-00382/15

Issue: Operation Fledermaus

Background

- The town of Roebourne has been a focus of Operation Fledermaus, however operational statistics show victims and perpetrators across the Pilbara and the Kimberley.

Current Actions across the District

Staffing

Child Safety Team - Fledermaus (CSTF)

- This team comprises the following positions:
 - 1 x Team Leader – filled
 - 3 x Senior Child Protection Workers – filled
 - 2 x Child Protection Workers (SC1) – two new employees have been identified from the recent pool recruitment process, the first to commence on 11 December 2017. A second officer has been selected and criminal history checks are currently being undertaken; subject to these this officer is due to commence in early January 2018.
 - 1 x Youth Family Support Worker (50d) – The District want to fill this position with a local person so have been using word of mouth and discussion in the community to identify someone. Through this process a local person has been identified for this role and Team Leaders will be approaching this person to discuss the opportunity with her.

Therapeutic Services and Community Actions

- Mawarnkarra Health Service is holding a community education event on 13 December 2017 called "Keeping Kids Safe" and Communities local Child Protection and Family Support staff are attending and delivering a presentation at this event.

Meetings

- *WA Police* – continue to meet weekly to cross reference information relating to children and young people identified as part of Operation Fledermaus. Development of a joint database between WA Police and Communities is ongoing.
- *Karratha and Roebourne Senior High School* – meetings continue to be weekly and fortnightly respectively. Fortnightly meetings are planned to be held with Tom Price Senior High School.
- *CAMHS* – monthly meetings continue to occur to discuss specific children/young people and to develop ways of engaging community and support services.
- *Victim Support Services* – a support worker will be invited to attend the CSTF's weekly meeting as court dates become known.

- *Communities "Elders Yarn"* – regular meetings between Communities and local Aboriginal Elders continue to occur.

Current victims, alleged perpetrators and assessments

- As at 6 December 2017, the total number of victims is 224, perpetrators charged 43 and number of charges 346.
- On 28 November 2017, two Specialist Child Interviews were held in Tom Price which has resulted in further charges being laid for a known perpetrator.
- On 4 December 2017, a Specialist Child Interview was held in Tom Price and resulted in further charges being laid against a known perpetrator and breaches in bail conditions resulting in the perpetrator being remanded in custody.

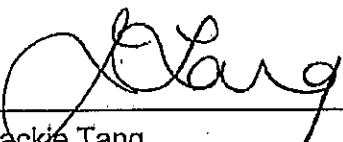
Safety planning


- Safety plans have been developed for families in Tom Price and across the West Pilbara. These plans also include education about the use of social media as it has been identified there are significant concerns relating to the use of social media and a form of communication and grooming for the young perpetrators.
- Safety plans have been developed for the young perpetrators and are focussed around community safety and include community based therapy.

Recommendation/Action

That you note this information.

Noted


 Jackie Tang
 Assistant Director General
 Child Protection & Family Support
 Department of Communities


 HON SIMONE MCGURK MLA
 MINISTER FOR CHILD PROTECTION; WOMEN'S
 INTERESTS; PREVENTION OF FAMILY AND
 DOMESTIC VIOLENCE; COMMUNITY SERVICES

7/12/2017

12/12/2017

Min Ref: 74-00382/15

Contact: Jackie Tang, ADG, Child Protection and Family Support

Tel: 9222 2505





Briefing Note

Minister for Child Protection; Women's Interests; Prevention of Family Domestic Violence

Ministerial Ref: 74-00382/13

Issue: Operation Fledermaus

Background

- The Department of Communities (Communities) meet regularly with Western Australia (WA) Police to cross reference information relating to children and young people identified as part of Operation Fledermaus.
- Communities also meet regularly with Department for Education in relation to Operation Fledermaus. Weekly and fortnightly meetings occur between Communities and Karratha and Roebourne Senior High Schools. Fortnightly meetings are held with Tom Price Senior High School.
- The town of Roebourne has been the major focus of Operation Fledermaus, however Karratha has an equal number of children and perpetrators. Interviews of children are also being undertaken in Onslow, Tom Price and Port Hedland.
- The West Pilbara Trauma and Healing Plan was presented to you and the Premier two weeks ago. Communities are proposed to be the Chair of the Interagency Trauma Response Taskforce and West Pilbara Steering Committee.
- Local Aboriginal Elders regularly meet with Communities "Elders Yarn". This has been ongoing prior to Operation Fledermaus. The last meeting occurred on 11 October 2017; Child Protection and Family Support were unable to attend on this date due to their District Conference however community safety planning continues between Communities and the Elders.

Current situation

- As at 9 November 2017, there were 216 victims identified, 78 suspects under investigation and 42 offenders charged with a total of 337 offences.
- Positions for the dedicated Response Team continued to be filled and staff are undertaking specialist interviewing training. Other staff in the district are also participating in the training and while not directly linked to the team, will be able to assist as required.
- Six new Safety and Wellbeing Assessments have been opened for children residing in Onslow, with two adult males identified as the persons of interest. One of these children is currently in care.
- Two Safety and Wellbeing Assessments have been opened for children residing in Karratha due to the identification of two Reportable Offenders that were previously unidentified.
- On 31 October 2017, Communities held an internal meeting to discuss a proposed housing program for at-risk families as a result of the operation.

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- On 1 November 2017, Communities met with Child and Adolescent Mental Health Service (CAMHS) to discuss the role of the new senior CAMHS Clinicians as part of the operation response. Communities and CAMHS will work collaboratively in sharing information, advising of case closures and discussing children at risk. CAMHS will also accept all referrals for children who have been involved in Operation Fledermaus. Monthly meetings are scheduled, with the next one occurring on 5 December 2017.
- On 3 November 2017, the Response Team met with Department of Education and Roebourne Aboriginal Medical Service to discuss Communities processes, mandatory reporting and the operation response.
- On 9 and 10 November 2017, the Response Team travelled to Onslow to start building a rapport in the community. Six forensic interviews, two complaint witness statements from children and three complaint witness statements from adults are required to be undertaken in Onslow.
- Communities met with Victim Support Services to discuss a coordinated approach to supporting victims through the court process and the preparation of Victim Impact Statements. A support worker will be invited to attend the Response Team's weekly meeting as court dates become known.
- On 25 October and 2 November 2017, meetings were held with WA Police to discuss the development of a joint database. This continues to be a work in progress to ensure consistency of data, ability to track matters through the forensic and support phases and ability to retrieve accurate, up to date information. A further meeting is scheduled for the week commencing 13 November 2017.

Recommendation/Action

That you note this information



Jackie Tang
 Assistant Director General
 Child Protection & Family Support
 Department of Communities

10/11/2017

Min Ref: 74-00382/12

Contact: Jackie Tang, ADG, Child Protection and Family Support

Noted / Approved / Not approved



HON SIMONE McGURK MLA
 MINISTER FOR CHILD PROTECTION; WOMEN'S
 INTERESTS; PREVENTION OF FAMILY AND
 DOMESTIC VIOLENCE; COMMUNITY SERVICES

17/11/2017

Tel: 9222 2505





09 AUG 2017
74-00382/10

Briefing Note

Minister for Child Protection; Women's Interests; Prevention of Family Domestic Violence

Ministerial Ref: 74-00382/10

Issue: Contentious issue - Operation Fledermaus

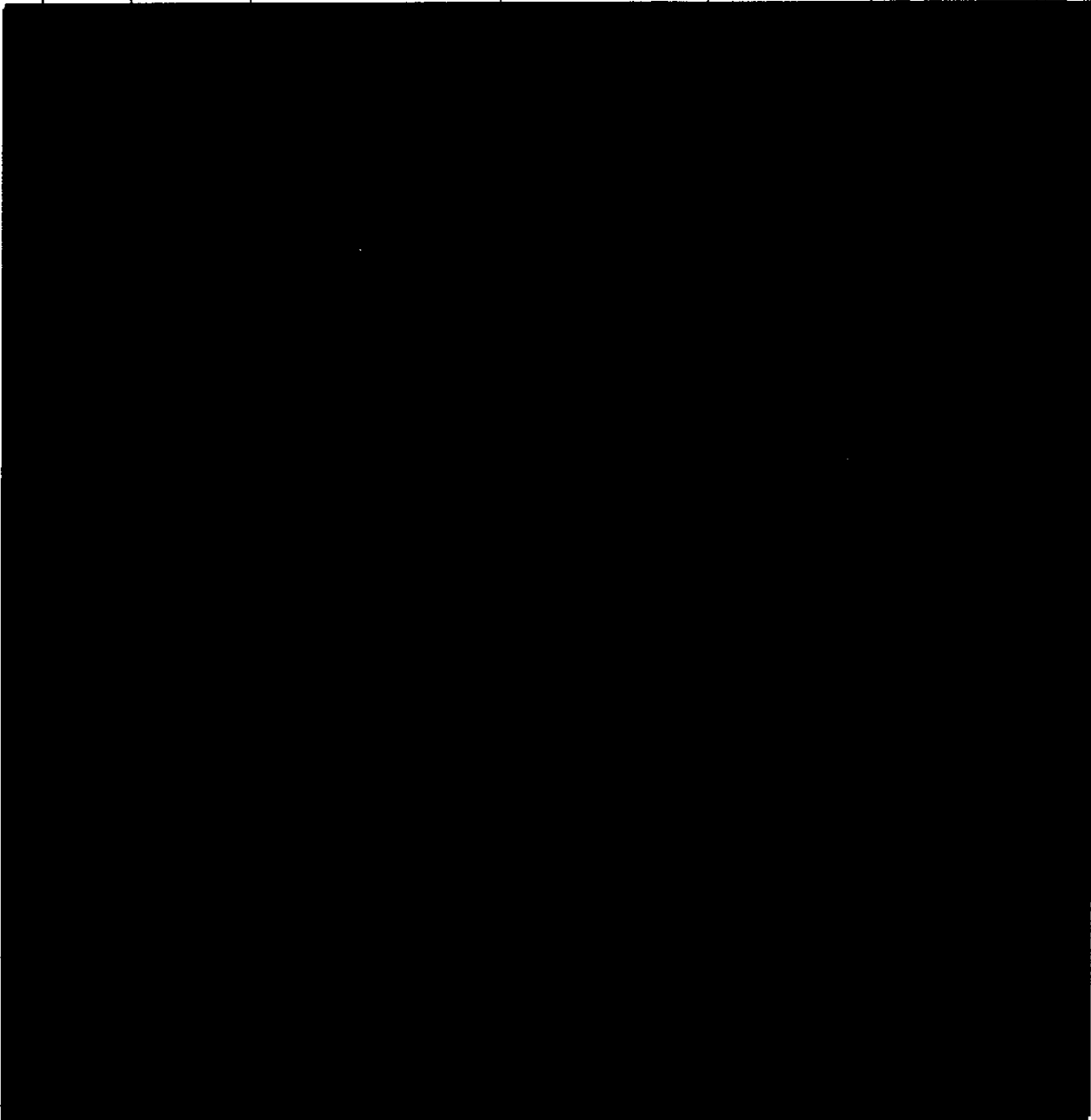
Background

- Child protection and family support services to children and families involved in Operation Fledermaus has been managed via the Team Leader, West Pilbara Child Safety Team, a dedicated Senior Child Protection Worker (Investigations) and the Roebourne Generic Casework team. Additional support has been provided through the deployment of Senior Child Protection Workers from the Statewide Relieving Team and ChildFIRST.
- To sustain the level of focussed response required, a dedicated Response Team is being created and expected to be in operation by the end of September 2017. This team will complement the existing Support and Response Group (see below) and will consist of a Team Leader, Senior Child Protection Worker (Investigation), Senior Child Protection Worker (Intensive Family Support), Clinical Psychologist and two Child Protection Workers to manage the additional workflow created from the Operation, and maintain a focus on cases involving children in care. The team will work in partnership with the Department of Education, CAMHS, Yaandina Family Centre and Mawarnkarra Aboriginal Medical Services (AMS) to deliver an integrated approach to the support and treatment of those families affected.
- The existing Support and Response Group continues to meet on a monthly basis and consists of agencies that provide services to and/or are represented in Roebourne. The group consists of representatives from:
 - Department of Communities
 - Western Australia (WA) Police
 - Mawarnkarra Health Services, Aboriginal Medical Services (AMS)
 - Department of Education
 - Yaandina Family Centre
 - Child Adolescent Mental Health Services (CAMHS)
 - Regional Development Australia
 - WA Primary Health Alliance
 - Mission Australia
 - Department of Prime Minister and Cabinet
 - Department of Corrective Services
 - Victim Support Services
- The primary objective of this group is to share resources and expertise when providing support and recovery to victims of child sexual abuse.

Children in the Care of the CPFS

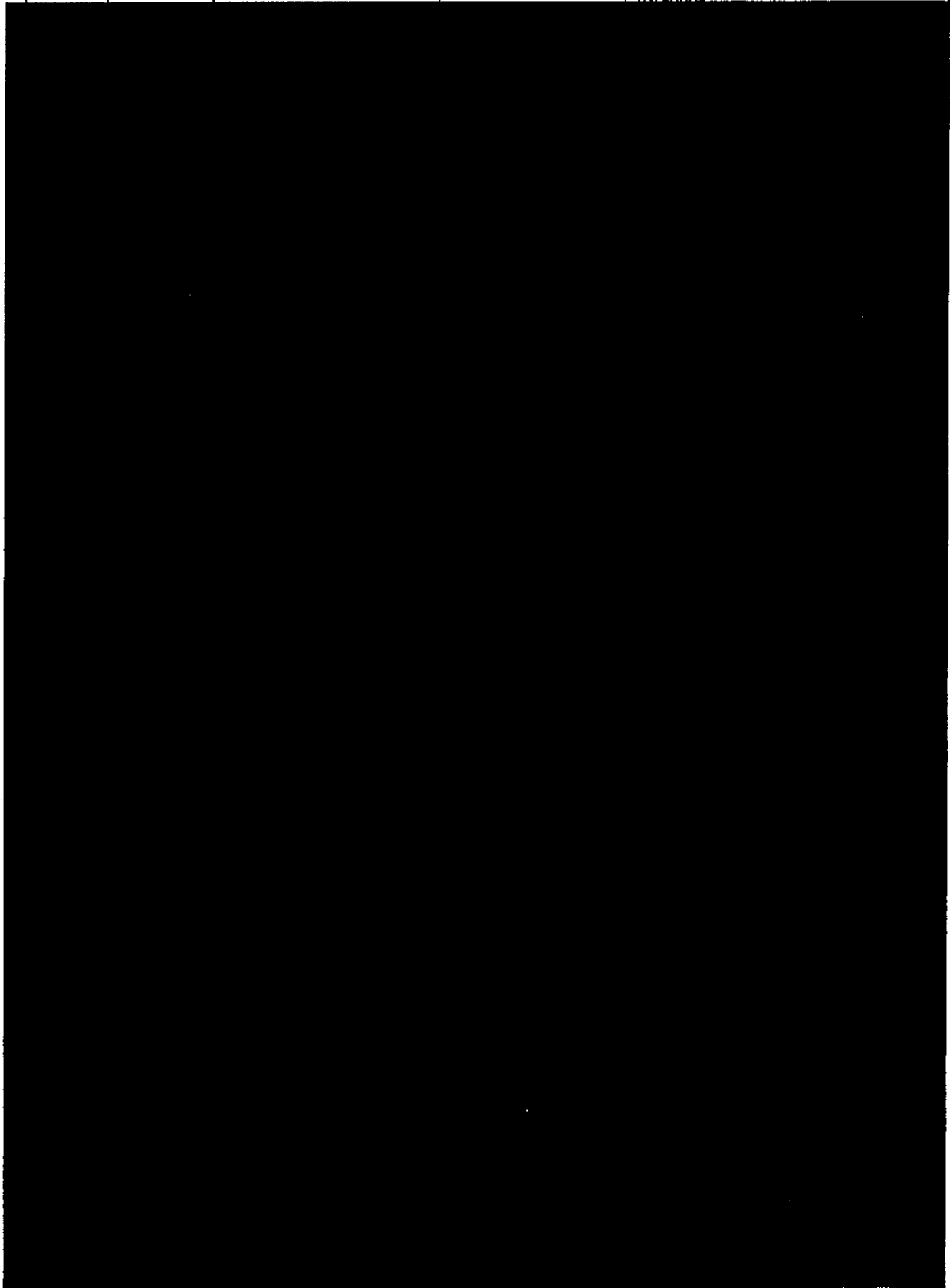


| CHILD | VICTIM/ PERPETRAT OR | OFFENDER/CHARGES | PLACEMENT | Child Adolescent Mental Health Service (CAMHS) REFERRAL | SERVICES |
|-------|----------------------------|------------------|-----------|--|----------|
|-------|----------------------------|------------------|-----------|--|----------|



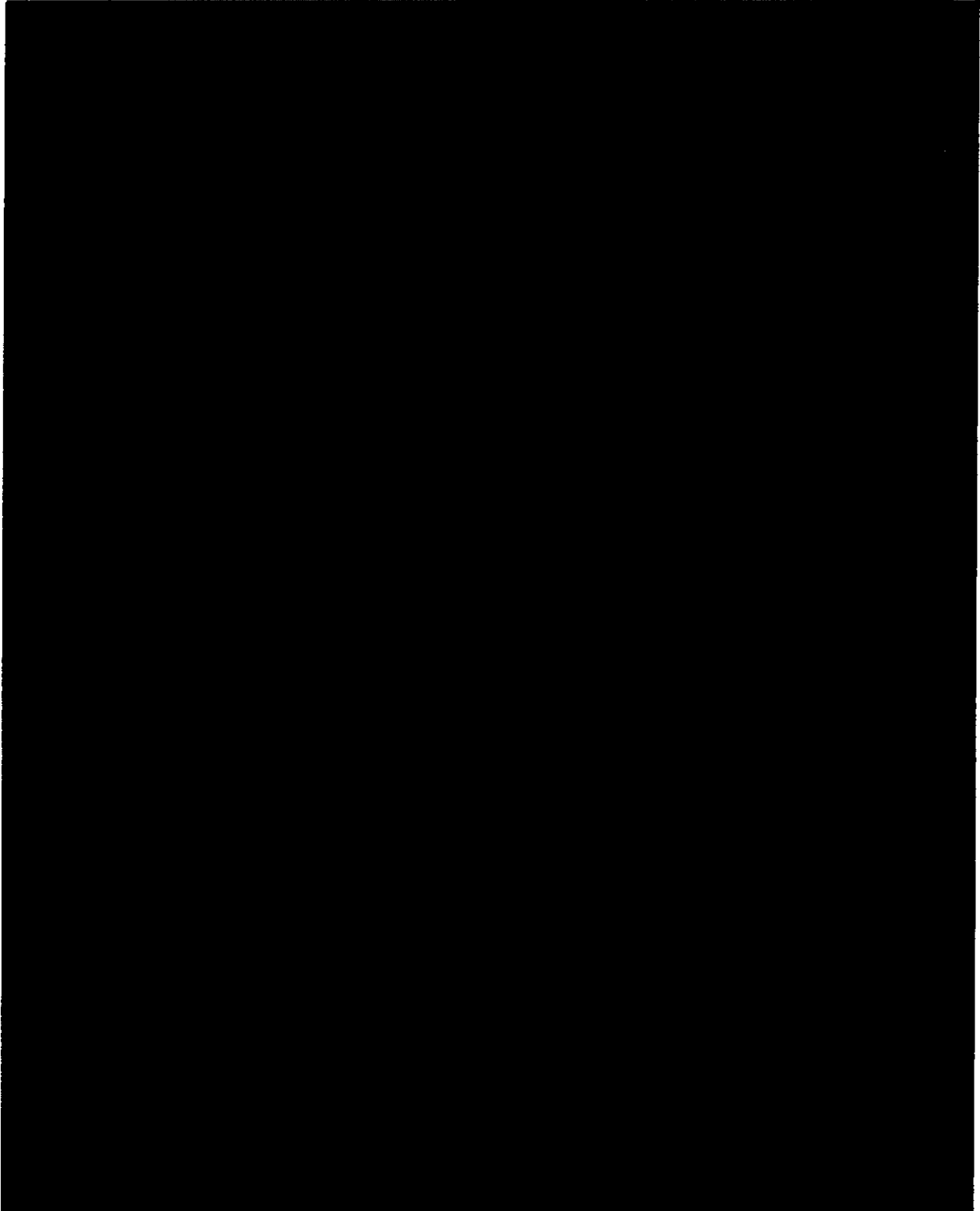
MM

| CHILD | VICTIM/ PERPETRAT OR | OFFENDER/CHARGES | PLACEMENT | Child Adolescent Mental Health Service (CAMHS) REFERRAL | SERVICES |
|-------|----------------------------|------------------|-----------|--|----------|
|-------|----------------------------|------------------|-----------|--|----------|



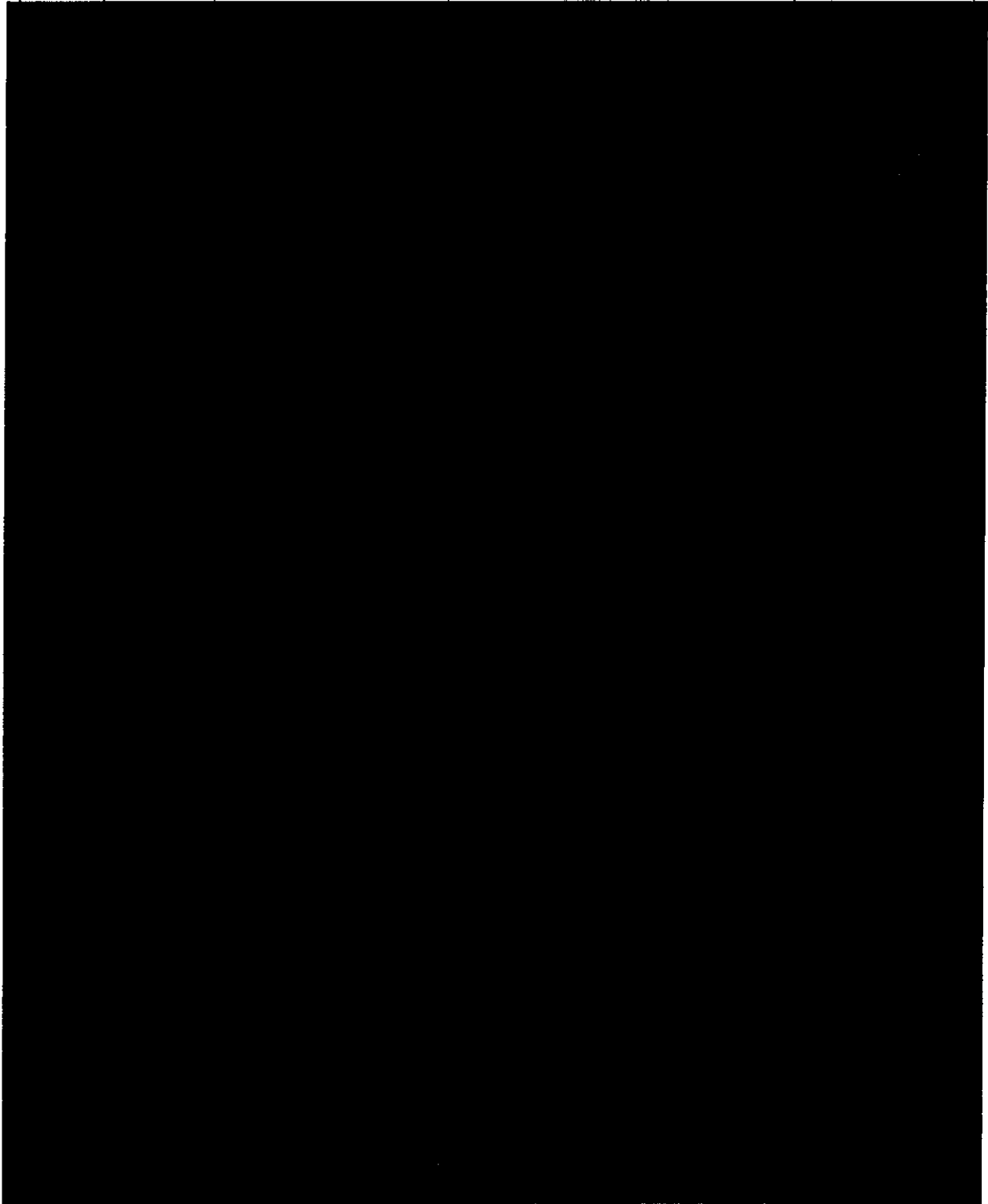
nom

| CHILD | VICTIM/ PERPETRAT OR | OFFENDER/CHARGES | PLACEMENT | Child Adolescent Mental Health Service (CAMHS) REFERRAL | SERVICES |
|-------|----------------------------|------------------|-----------|--|----------|
|-------|----------------------------|------------------|-----------|--|----------|



nom

| CHILD | VICTIM/ PERPETRAT OR | OFFENDER/CHARGES | PLACEMENT | Child Adolescent Mental Health Service (CAMHS) REFERRAL | SERVICES |
|-------|----------------------------|------------------|-----------|--|----------|
|-------|----------------------------|------------------|-----------|--|----------|



Further information regarding specific children



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Psychological and Case Work Services

- Communities is currently engaging a private practitioner to work with the children, who will be in place over the next four to six weeks. In view of the wait for the private practitioner to commence work with the children, all affected children have received casework support consisting of at least one home visit and one phone call each week, supported and informed by the District Psychologist. Children and carers have been linked to other services in the community such as Yaandina Family Centre programs and other sporting or recreational activities in the community.
- Other casework activities include care planning, safety planning and building safety networks, liaising with key agencies in a child's life such as school and childcare centres, and supporting the children to have safe contact with significant people in their lives.
- Regular contact is made by case workers and the Senior Child Protection Worker - Placement Services to carers to seek updates, review the safety plan and provide information and resources.
- All children who have engaged in a Child Assessment Interview and/or a Specialist Child Interview have been offered counselling support. Counselling services in the community are provided by CAMHS and a new Child Sexual Abuse Treatment Service (CSATS) Counsellor at Yaandina Family Centre. The Mawarnkarra Aboriginal Medical Service provides a Health and Wellbeing Counsellor and a fly in-fly out Psychological service for adults.
- To date, 28 referrals have been made for children to external counselling support services. The Child Protection District Psychologist is providing direct therapeutic support to six children in care.
- There are no specific counselling services in the Pilbara for perpetrators of sexual abuse.

Education

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- The Team Leader Roebourne is meeting with the Principal and staff at the school each fortnight in relation to all children in care who are involved in the Operation.
- The Child Protection District Psychologist is working with the Department of Education's lead Psychologist and Roebourne school to discuss and share the use of trauma Checklist Tool, to identify young people for whom there may be concerns and plan specific interventions and services. Case conferences will involve Communities, the school, CAMHS and other agencies as appropriate.
- Of the males identified as perpetrators, one does not attend school, one attends a Karratha Senior High School and the others attend Roebourne District High School (DHS). Communities has advised Roebourne District High School of all children who have been identified through Operation Fledermaus as a victim and/or alleged perpetrator and will be conducting safety and wellbeing assessments in relation to the others. Karratha Senior High School has also been advised regarding the young person attending at that school.
- The memorandum of understanding between Roebourne school and Communities requires the school to take a lead role in referring children not in care to counselling services with CAMHS. Children who have already been interviewed will have been offered services following interview so this provides another opportunity for uptake of a counselling service.
- Communities provides a weekly briefing to the school on children scheduled for interviews and general updates on the Operation. Communities is in contact with Karratha Senior High School regarding the student at that school.

Focus during the next two weeks:


- Nine Child Assessment Interviews are planned for the next two weeks.
- The next Support and Response Group meeting is scheduled for 1 August 2017.

Recommendation/Action

That the Minister notes this information

Noted / Approved / Note approved

 Jackie Tang
 Assistant Director General



 Hon Simone McGurk MLA
 Minister for Child Protection

1 / 2017

6 / 08 / 2017

Min Ref: 74-00382/7

Contact: Jackie Tang, Assistant Director General, Child Protection and Family Support

Tel: 9222 2505

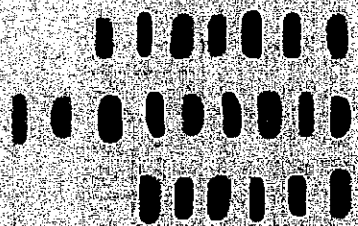
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ATTACHMENT B

**LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS
2017-18 ANNUAL REPORT HEARINGS**

ATTACHMENT B – QUESTION 7

rom



| | |
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| Project name | Family and domestic violence 'one stop hubs' |
| Priority status | 1 |
| <p>Driver</p> <p>In most cases, working towards victim safety and perpetrator accountability requires responses from multiple government agencies and community sector services such as specialist family and domestic violence services (for victims and perpetrators), police, child protection, health, education, courts, corrective services and the legal system/s including civil (restraining orders), criminal, family and child safety. The number of agencies involved in providing a response and the complexity of issues to be managed means that the best outcomes are achieved when the agencies involved are working together, with the same information, towards a common goal i.e. are 'integrated'.</p> <p>Integrated responses to family and domestic violence are recognised nationally and internationally as best practice. It refers to government agencies and community sector services working in a coordinated and collaborative manner to provide holistic, safe and accountable responses to victims and perpetrators of family and domestic violence; streamlined pathways through the service system; and coordinated service delivery between agencies. Integrated responses increase the collective capacity and effectiveness of the service system to identify and respond to victims and perpetrators.</p> <p>When responses are not integrated, it can contribute to or escalate risk. For example, reviews of domestic homicides have repeatedly found that the following outcomes occur when services work in isolation:</p> <ul style="list-style-type: none"> • victims fall through the gaps between services; • victims are provided with contradictory or counter-productive information and responses; • victims feel disillusioned, further disempowered and overwhelmed; • perpetrators become lost or invisible to the system and in turn victims are inadvertently blamed or held responsible for the violence and their own safety; • agencies make decisions without a full understanding of the risk or the nature of other agencies' involvement; and • poor or ineffective practice is less likely to be detected, challenged and changed (Pence, Mitchell, Aoina 2007; Ombudsman 2014; Walsh et al., 2012). <p>Co-locating support services in a 'one stop hub' has the ability to centralise or streamline referral processes and provide a clear 'first point of contact', and wrap around (multi-agency) service response, for victims and perpetrators of family and domestic violence.</p> <p>The McGowan Government's Stopping Family and Domestic Violence policy initiatives include the establishment of two 'one stop hubs' to provide specialist family and domestic violence services at one location "...to simplify access to support services. The hubs will provide specialist family and domestic violence services at one location, making it easier for victims to access medical, police, legal, accommodation, financial and other services. The hubs will provide appropriate infrastructure and technology, integrated intake teams, specialised practitioners and after hours crisis response.</p> | |

It is crucial to provide integrated specialists' services at the one location to reduce the need for victims to repeat their story numerous times, which in many cases will re-traumatise victims... the hubs will include culturally appropriate service delivery for Aboriginal and CaLD victims... the hubs will increase access to financial counselling."

Objective(s)

Through the co-location of key agencies — such as women's family and domestic violence services, legal services, housing, child protection, police, financial counselling and health services — this initiative can simplify access to specialist support services.

Target outcomes

The outcome for these services will be dependent on the final service models, and will be determined in consultation with stakeholders. The indicative outcome is:

- Women and children experiencing family and domestic violence benefit from integrated, holistic service provision.

Success measures

The success measures for these service will be dependent on the final service models, and will be determined in consultation with stakeholders. The items provided below are indicative only.

Success measures will be reported and monitored through contract management procedures, which include six-monthly reporting against indicators specified in a service agreement, as well the Department's annual customer satisfaction survey. These measures may include:

- Risk assessments are informed by victims of family and domestic violence (FDV) and 'systems' information.
- The percentage of clients who receive an integrated service response.
- Women report that they felt well supported by the service response.

NB: considering that the women and children accessing this service will likely be in a range of circumstances, including the possibility that some may wish to remain with the perpetrator, success measures related to safety will have to be carefully considered and contextualised. This will be clarified through service model design including stakeholder consultation.

Outputs

A metropolitan 'one stop hub'.

A regional 'one stop hub'.

An evaluation of the 'one stop hub' service model, following three years of service delivery.

Governance

Project owner: Scott Hollingworth, Assistant Director General, Strategy and Policy

Responsible team: Strategy and Policy Division

Oversight: The delivery of these initiatives will be overseen by the:

- Community Safety and Family Support Cabinet Sub-Committee; and

- Directors General Implementation Group.

In addition, a working group will be established to oversee the development of service delivery components, procurement processes and implementation.

Reporting arrangements: The Project Owner will report to the Minister and to the Department of Communities Corporate Executive on progress on a quarterly basis and when project milestones have been reached.

Approach

Stage 1: Identify locations and service model development

A place based approach to service design will be adopted, which may result in the metropolitan and regional hubs having different service models. Once the locations of the metropolitan and country hubs are determined, a local steering group will be convened and consultation with stakeholders will commence to inform the service models.

See the 'tasks/deliverables' section for further details about the work that will be undertaken to develop the respective service models.

Stage 2: Procurement and implementation

If required, an open tender for a dedicated women's family and domestic violence support service will occur. Operational policy and agreements between partner agencies will be developed to govern and support the purpose, function and operations of the 'one stop hubs'.

Stage 3: Evaluation

An independent evaluation will be undertaken to determine the effectiveness of the one stop hubs over a period of three years of service delivery.

Assumptions and constraints

1. Options will be developed to deliver in the government's election commitment that both require additional funding, and which will rely solely on existing funding.

The efficacy of the proposed approaches will be considered.

2. There are providers who are able to deliver the required services.

The Department will leverage its knowledge of, and contacts with, the sector to identify suitably qualified providers.

Major risks and mitigation strategies

| Cause | Impact (H/M/L) | Mitigation/Action |
|---|----------------|--|
| Funded provider goes into administration. | M | Due diligence in procurement. Identify alternative suppliers. Monitor contract reports to identify potential issues. |

| | | |
|---|---|---|
| Insufficient budget and resources. | M | Consult with Treasury to establish available funding amounts and sources. |
| Negative public/community reaction to hub location. | L | Strong evidence base for location selection. Comprehensive communication strategy. |

Issues management

The following strategies will be adopted to identify and manage potential issues or risks:

- Governance arrangements, including the Directors General Implementation Group and the Community Safety and Family Support Cabinet Sub-Committee, will oversee, and provide direction on, potential issues; and
- Ongoing stakeholder consultation to identify potential issues and develop appropriate management strategies.

Related projects

The 'one stop hub' initiative relates to the following election commitments:

- information sharing database;
- improved access to financial counselling; and
- culturally appropriate family and domestic violence support services for Aboriginal and culturally and linguistically diverse (CaLD) women.

The 'one stop hubs' will also become central to service delivery in the selected locations, including the operation of existing FDV services, courts, police, child protection and housing.

The regional 'one stop hub' location will need to consider alignment with the Regional Services Reform agenda if relevant for that particular location.

Schedule

| Task/deliverable | Start | End | Status & Announcements |
|------------------|-------|-----|------------------------|
|------------------|-------|-----|------------------------|

Stage 1: Location scoping and service design

| | | | |
|---|----------|---|-----------|
| Contract Professor Donna Chung to: <ul style="list-style-type: none"> • gather background information on the operation of 'one stop hubs' for women and children escaping FDV; • review relevant service models; • consider the unique needs of regional and metropolitan communities; and | Oct 2017 | Contract to be finalised by February 2018 | Commenced |
|---|----------|---|-----------|

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|---|-----------|----------------|--|
| <ul style="list-style-type: none"> consider a scaleable cost model for hub service delivery from no cost (within existing resources) to a resourced service model. | | | |
| Develop an evidence base to inform the selection of a metropolitan and country location. This will involve service mapping, data analysis and preliminary stakeholder consultation. | Oct 2017 | June 2018. | Commenced |
| Present a report to the Minister including recommendations for the service locations and options for the one stop hub service models. The report will be a compilation of Professor Chung's work and the evidence base for the recommended hub locations. | June 2018 | | Minister to announce hub locations |
| Convene local steering groups, or use existing interagency forums, to contribute to service model development and implementation planning. | July 2018 | Ongoing | |
| Consult with key stakeholders to design metropolitan and regional service models. | Dec 2017 | September 2018 | Commenced Minister to announce service model and timeframe for implementation |

Stage 2: Procurement and implementation

NB: These activities will vary depending on whether the service is delivered within existing resources. For example, a procurement process may not be required which will mean that timeframes can be brought forward.

| | | | |
|--|--------------|----------------|--|
| Consider alternative funding sources and a 'no cost' option. | January 2018 | September 2018 | |
| (If required) Procurement process – open tender (minimum tender timeframe is 5 months; usual process is 8-9 months). | October 2018 | June 2019 | |
| Negotiate agreements across government to co-locate staff together with the funded service. | October 2018 | June 2019 | |
| Develop evaluation plan | October 2018 | June 2019 | |

| | | | |
|----------------------------------|--------------|-----------|----------------------------|
| Finalise inter-agency agreements | October 2018 | July 2019 | |
| Contract commences | Feb 2020 | | Minister to launch service |

Stage 3: Evaluation

| | | | |
|---|-----------|--|---------------------------------------|
| Procure an independent evaluation | July 2019 | Feb 2020 (to coincide with service commencement) | |
| Commence evaluation to coincide with commencement of the service and to review service delivery over a three year period. | Feb 2020 | December 2022 | Minister to release evaluation report |

Key stakeholders

The following agencies and community services will be consulted to design the service models: WA Police, the Departments of Communities (Housing Division) Education, Health and Justice, Legal Aid WA, Aboriginal Family Law Service, Aboriginal Community Controlled Organisations, community services sector organisations and community legal centres.