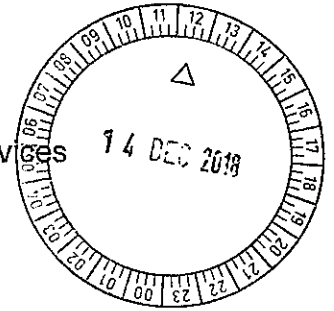




**Hon Simone McGurk MLA**  
Minister for Child Protection; Women's Interests;  
Prevention of Family and Domestic Violence; Community Services



Our ref: 74-05917

Hon Alanna Clohesy MLC  
Chair  
Standing Committee on Estimates and Financial Operations  
Parliament House  
4 Harvest Terrace  
WEST PERTH WA 6005

**Attn: Committee Clerk**

Dear Chairperson

Please find enclosed answers to Supplementary Information and Additional Questions for the 2017-18 Annual Report Hearings for the Department of Communities.

Yours sincerely

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

**LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS**

**SUPPLEMENTARY INFORMATION**

**Department of Communities**

**Hon Tjorn Sibma asked:**

C1) Does the Department of Communities then effectively have an implementation plan that would deliver a fully integrated, unified department by 2020?

**Answer:**

Delivery of a fully integrated, unified department by 2020 is part of the Department of Communities' (Communities) new strategic plan, which is a five-year plan that takes effect from 1 January 2019. The Strategic Plan 2019-2023 will be published on Communities website and a copy is provided at **Attachment 1**.

The Strategic Plan 2019-2023 sits alongside Communities' the 2018-19 integration plan, which governs this financial year, and precedes the annual plans that will be produced under the strategic plan from 2019-20 onwards. A copy of the integration "plan on a page" is provided at **Attachment 2**.

C2) Through the 2017-2018 reporting period, would you be able to provide an estimate of the cost of the planning and process regarding the integration of the Department?

**Answer:**

It is not possible to provide an estimate of the cost of the implementation process. The cost is being absorbed within the Department of Communities' resources and operations, as with common demands on agencies such as:

- significant changes to legislation, government policy or service demand;
- budget measures;
- external processes of inquiry and review such as Royal Commissions, and inquiries by Parliament, the Ombudsman or Coroner;
- rapid changes in technology and the ongoing need to upgrade or replace business systems; and/or
- ongoing processes of audit and quality assurance.

C3) Will the cost of implementing the integration of the former departments by 2020 be covered by internal resources or will we likely seek supplementation from the consolidated account?

**Answer:**

Implementation costs are being absorbed within the Department of Communities' existing resources and operations.

C4) Has the agency undertaken any sort of lessons-learned review of experiences to date (especially in regards to the machinery of government changes)?

**Answer:**

No.



## LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

### SUPPLEMENTARY INFORMATION

#### Department of Communities

#### Hon Aaron Stonehouse asked:

C5) What support services (including 24-hour residential services) are there for male victims, regardless of the gender or sex of the perpetrator?

#### Answer:

The Department of Communities provides the Men's Domestic Violence Helpline, a State-wide 24 hour service. Through this helpline, information and support is available to men who have experienced family and domestic violence.

In addition, the Commonwealth Department of Social Services funds the following services:

- The 1800RESPECT national helpline for at risk of experiencing, or impacted by sexual assault, domestic or family violence. Men experiencing family and domestic violence can access this helpline.
- Mensline Australia, a telephone and online counselling service for men with family and relationship concerns. This service supports men dealing with a range of issues, including mental health, anger management, family violence (using and experiencing), substance abuse, healthy relationships and integrated wellbeing.

While Western Australia does not provide accommodation services specifically for male victims of family and domestic violence, men in need of emergency accommodation can access the following residential homelessness services:

- 55 Central (metropolitan area) providing crisis/short term accommodation for up to 24 men;
- Salvation Army's The Beacon (metropolitan area) providing crisis accommodation for up to 12 men, and transitional accommodation for 86 single adults;
- St Bartholomew's House Homeless and Support Service (metropolitan area) providing crisis accommodation for up to 12 men and transitional accommodation for up to 42 men;
- St Patricks Accommodation and Support Service (metropolitan area) providing crisis accommodation for up to 10 men;
- UnitingCare West Accommodation and Support Services (metropolitan area) providing crisis/transitional accommodation for up to 19 men; and
- Share and Care's The Men's Lodge (Northam) providing crisis accommodation for up to six men.



**LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS**

**SUPPLEMENTARY INFORMATION**

**Department of Communities**

**Hon Nick Goiran asked:**

C6) Regarding the Working with Children Checks, please explain why the Department of Communities provided information that the Department of Health received 3 Negative Notices and the Department of Health advising they received nil? Is this likely due to the applicants for certain positions not being engaged by the Department of Health after the negative notice was received?

**Answer:**

The difference in the negative notices reported by the Departments of Communities and the Department of Health is attributable to whether the employee was employed by the nominated employer at the time of issuing the negative notice.

Of the three negative notices referenced:

- Two of the people who applied for a Working with Children Check were ultimately not offered employment by the Department of Health; and
- The third person was briefly employed by the Department of Health however had ceased their work at the time the notice was issued.
- These were issued to individuals in relation to WA Country Health Services.

On this basis, the information provided by the Departments of Communities and the Department of Health is correct.

C7) Of the six child perpetrators known to the Department of Communities in Roebourne, are they at the same school as their victims?

**Answer:**

The Minister is aware of children with charges as part of Operation Fledermaus attending school. The number of children with charges in school is very small and could lead to children being identified.

In instances where a young person with charges attends a public school, every case is monitored, assessed and managed between the Department of Education, WA Police and the Department of Communities. These assessments are based on what is best for the school community and the individual children. This is not a responsibility taken lightly.

C8) In relation to carer standard of care assessments:

- a) What was the longest time that it took to do a carer standard of care assessment in the 2017-2018 reporting period?

**Answer:**

116 days.

- b) Was a request for an extension lodged?



**Answer:**

No. This was due to awaiting the outcome of a Western Australia Police investigation. The Department of Communities assessed any immediate safety concerns for the child.

i) If yes, how late was the assessment?

**Answer:**

Not applicable.

*ROM.*

## LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

### SUPPLEMENTARY INFORMATION

#### Department of Communities

#### Hon Pierre Yang asked:

C9) Please provide a detailed list (including how someone from a CALD community would learn about them) of what support services for victims of FDV in CALD communities specifically and who has been contracted to provide them?

#### Answer:

All organisations contracted by the Department of Communities (Communities) are required to provide services appropriate and accessible to women and children from Culturally and Linguistically Diverse (CaLD) communities.

In addition, Communities fund the provision of interpreting and translating services, by Oncall Interpreters and Translators for specialist homelessness services, which includes family and domestic violence accommodation and support services, funded under the National Housing and Homelessness Agreement. This ensures people from CaLD backgrounds who have difficulty communicating in English have equitable access to services.

Communities funds the Women's Health Care Association Inc. for the provision of the Multicultural Women's Advocacy Service specifically for CaLD women and children impacted by family and domestic violence. Communities also fund the following services for CaLD children:

Organisation	Service	Service Description
Multicultural Services Centre of WA	Multicultural Children Support Service	Targeted to CaLD children aged 4-14 who have experienced homelessness to overcome the trauma and disruption resulting from their homeless experience.
Women's Health and Family Services	Multicultural Kids in Focus	
Fremantle Multicultural Centre of WA Inc	Support for children who are homeless in family situations	

Further, a list of family and domestic violence service groups funded by the Communities is provided at **Attachment 3**.

CaLD women may find out about available support services through a range of strategies including but not limited to:

- The Department of Social Services' Settlement Grants Program services which operate through Fremantle Multicultural Centre, Communicare Settlement Grants Program, Peel Multicultural Centre, Multicultural Services Centre of WA, and TAFEs offering the Adult Migrant English Program.
- CaLD community groups (such as the Indian Society of WA which recently received Office of Multicultural Interests Community Grants Program funding for a 'Family Welfare to Prevent Domestic Violence' project).
- Women's Domestic Violence Helpline.
- Communities' Crisis Care Unit
- Communities' offices and website.

  
5

- Word of mouth and local church groups.
- WA Police
- Local Government Authorities.



A handwritten signature in black ink, appearing to be the initials 'RM'.

## LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

### SUPPLEMENTARY INFORMATION

#### Department of Communities

#### Hon Alison Xamon asked:

C10) When will we know which of the recommendations from review of the *Children and Community Services Act* review are supported by the Government and likely to be actioned?

#### Answer:

The State Government has carefully considered the recommendations of the Review and a number of recommendations involving amendments to the *Children and Community Services Act 2004* are currently with Parliamentary Counsel for drafting. These include changes consistent with recommendations of the Royal Commission into Institutional Responses to Child Sexual Abuse aimed at improving outcomes for Aboriginal children in care through greater participation of Aboriginal organisations in maintaining children's connections with family, community and culture.

A number of the Review's non-legislative recommendations are also being progressed within the Department of Communities, while others are subject to further consideration and consultation.

C11) Please provide when the at-risk youth action plan will be finalised and the full extent of the consultation for the development of the at-risk youth action plan.

#### Answer:

The At Risk Youth Action Plan is expected to be finalised and published by mid 2019.

The consultations have been comprehensive and have recognised young people as experts, along with grass roots organisations in the community.

To date, approximately 70 groups of stakeholders, 100 community sector organisations and 29 young people have been consulted through various methodologies including:

- interviews;
- focus groups;
- workshops;
- telephone interviews; and
- video conferences.

Specifically, consultations have included both metropolitan and country stakeholders across the following groups:

- At risk young people, including young people from an Aboriginal background;
- Government funders, policy makers and direct service delivery staff;
- District Leadership Group;
- Community sector organisations;
- Funded services for young people;
- Aboriginal Community Controlled Organisations;
- Local government authorities; and
- Peak bodies.





C12) What is the time frame for the review into services offered to Grandparent carers and who has and will be consulted?

**Answer:** The review of the Grand Carers Program commenced in September 2018 and is expected to be completed within the next eight weeks. To date, the evaluation has progressed through most of the data collection stages.

As part of the review of the Grand Carers Program, consultations have taken place with:

- Wanslea's Chief Executive Officer, Executive Manager, Program Manager and five program staff (Wanslea is the community service organisation contracted to deliver the Grand Carers Program);
- Thirty-seven Grand Carers consulted through four focus groups, with the most recent conducted in Albany on the 20 November 2018.

C13) In relation to Aboriginal In-home Support Service KPIs, how many families have utilised the Aboriginal In-home Support Service provided by Wungening Moort or how many have benefitted from the service?

**Answer:**

The Department of Communities works closely with Wungening Moort to track referrals made to, and accepted by, the service.

As at 5 November 2018, 98 families were recorded as having been accepted by the service. The effectiveness of the Aboriginal In-home Support Service will be measured against outcome indicators and service delivery outputs including:

- Families improving parenting skills to safely care for their children at home;
- Families addressing issues that impact negatively on their children;
- Families developing skills and getting their children to school;
- Families improving and developing culturally safe support networks;
- Referral activity; and
- Engagement of clients.

C14) Please provide information regarding the duration of stays in the Kath French Centre including the average, median stay and proportions that stays are divided among 21 days, 31 days and 42 days.

**Answer:**

By financial year.

	Average Days in the Centre	Median Stay (days)	Proportion of children who stay 21 days or less (%)	Proportion of children who stay 22 - 31 days (%)	Proportion of Children who stay 32 - 42 days (%)
2017-18	21.65	21	80%	12.7%	7.3%
2016-17	22.49	21	80.6%	7.5%	11.9%
2015-16	22.74	20	73%	10.8%	16.2%
2014-15	21.39	20	76.0%	8.5%	15.5%
2013-14	23.27	21	71.2%	6.8%	22.0%
2012-13	24.54	21	70.4%	3.7%	25.9%
2011-12	22.35	21	77.1%	4.2%	18.7%

**LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS**

**SUPPLEMENTARY INFORMATION**

**Department of Communities**

**Hon Tjorn Sibma asked:**

C15) What is the average cycle of time for children coming into care?

**Answer:**

a) On average, how long do they stay in care?

During 2017-2018, 685 children and young people left care. On average they stayed in care for 1,626 days (4 years and 165 days). A breakdown of the length of time in care is as follows:

<b>Days in care</b>	<b>Less than 2 years</b>	<b>2 years to less than 5 years</b>	<b>5 years or more</b>	<b>Total</b>
Number of children	286	189	210	685

b) Please provide proportions, and numbers, of children in care by the time in care.

At 30 June 2018, there were 5,029 children and young people in the CEO's care. The average length of time in care was 1,783 days (4 years and 322 days). A breakdown of the length of time in care at 30 June 2018 is as follows:

<b>Days in care</b>	<b>Less than 2 years</b>	<b>2 years to less than 5 years</b>	<b>5 years or more</b>	<b>Total</b>
Number of children	1,496	1,476	2,057	5,029



**LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS**

**SUPPLEMENTARY INFORMATION**

**Department of Communities**

**Hon Nick Goiran asked:**

C16) What is the current number of alleged victims of child sexual abuse who have notifications of concern, as at 14 November 2018?

**Answer:**

As at 14 November 2018, the Department of Communities was involved with 70 alleged victims.

C17) How many new case-carrying staff are being brought on to begin on 1 January 2019 to deal with 12 of the 18 Districts reporting that never once was there a period when all staff had under the limit of 15 Cases?

**Answer:**

Table 1 outlines the allocation of an additional 60.4 FTE to address State-wide demand on child protection services. This includes the Professional Practice Unit, which provides advice, guidance and support to District Directors and staff as well as developing programs to provide for continuous learning and improvement for district staff.

On 1 July 2017, the Central Intake Team commenced in the metropolitan area to provide a centralised and consistent intake model for all child protection concerns. By providing a centralised intake team, the initial assessment of child protection concerns has been removed from metropolitan districts to allow district staff to focus on their caseloads.

*Tom*

**Table 1**

State-wide allocation of FTE to address demand for child protection services 2018-19

Position/Location	Professional Practice Unit	Midland	Peel	Cannington	Central Intake	South West	Pilbara	Midwest Gascoyne	Wheatbelt	Total
Manager Case Practice	1									1
Principle Practice Officer (Signs of Safety)	1									1
Director	1									1
Team Leader		1	1			1				3
Senior Child Protection Workers	2.5	4	1	1	4	2		1	0.5	16
Senior Practice Development Officers	2		0.2							2.2
Child Protection Worker			8	11		1		3		23
Education Worker							1			1
Children's Court Liaison	1									1
Case Support Workers	2	3	1	1.5			1	1.5	1	11
Admin	0.2									0.2
<b>Total FTE</b>	<b>10.7</b>	<b>8</b>	<b>11.2</b>	<b>13.5</b>	<b>4</b>	<b>4</b>	<b>2</b>	<b>5.5</b>	<b>1.5</b>	<b>60.4</b>

C18) How many case workers had more than 18 cases during the 2017-2018 reporting period, and at the date of the hearing (14 November 18)?

**Answer:**

The number of case workers with more than 18 cases during 2017-2018, and at November 2018 is provided in the Table 2. This is broken down to district level, sourced from the workload management reports that are generated on the first Friday of each month.

Table 2

District	Jul 17	Aug 17	Sep 17	Oct 17	Nov 17	Dec 17	Jan 18	Feb 18	Mar 18	Apr 18	May 18	June 18	July 18	Nov 18
EAST KIMBERLEY	0	0	0	0	0	0	1	0	2	1	0	0	0	0
GOLDFIELDS	0	0	0	0	1	0	0	1	0	0	0	0	0	1
GREAT SOUTHERN	0	0	1	0	0	1	0	0	0	0	1	0	2	1
MURCHISON	0	1	1	0	0	1	0	0	0	1	0	1	0	0
PILBARA	0	0	1	0	0	0	0	0	1	0	0	0	1	0
SOUTHWEST	0	0	0	1	1	4	2	0	0	0	0	0	0	0
WEST KIMBERLEY	0	0	0	1	0	0	0	0	0	0	0	0	0	0
WHEATBELT	0	0	1	0	2	1	0	0	1	0	0	0	1	0
ARMADALE	0	0	1	1	3	1	1	1	1	1	1	0	0	0
CANNINGTON	3	1	0	0	0	1	0	0	0	0	0	0	0	0
CRISIS CARE	0	1	4	1	3	0	0	0	0	0	1	0	0	0
FREMANTLE	1	0	0	0	0	0	0	0	0	0	0	0	0	0
JOONDALUP	0	0	0	1	0	0	0	0	1	0	0	0	0	0
MIDLAND	0	0	0	0	1	0	0	0	0	0	0	1	0	0
MIRRABOOKA	0	1	0	0	0	0	0	0	1	1	1	1	0	0
PEEL	0	0	0	0	0	1	1	0	1	0	1	1	0	2
PERTH	0	0	0	0	0	0	1	0	0	0	0	0	0	0
ROCKINGHAM	0	0	0	0	0	1	1	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>4</b>	<b>4</b>	<b>9</b>	<b>5</b>	<b>11</b>	<b>11</b>	<b>7</b>	<b>2</b>	<b>8</b>	<b>4</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>

C19) What field of work was this staff member with one negative notice in and are they still employed by the Department of Communities?

**Answer:**

The person in question applied for a position with the Department of Communities as a Youth Mentor. This person was not successful in being appointed to the position, and therefore was never employed by the Department of Communities.

## LEGISLATIVE COUNCIL STANDING COMMITTEE ON ESTIMATES AND FINANCIAL OPERATIONS

### SUPPLEMENTARY INFORMATION

#### Department of Communities

#### Hon Alison Xamon asked:

C20) Regarding Kath French secure care – was the issue with CAMHS services at the Kath French Centre resolved?

#### Answer:

Child and Adolescent Mental Health Service (CAMHS) is a geographically based service and their current model does not allow for home or centre visits for the assessment of new clients.

The issue of children receiving necessary psychiatric services onsite at the Kath French Secure Care Centre was resolved through seeking a private child psychiatrist to provide the service. The arrangement currently in place involves fortnightly consultations between a child psychiatrist and the Kath French Health team which includes medication reviews.

Due to this resolution, there are no current negotiations taking place between the Kath French Secure Care Centre and CAMHS to deliver these supports to the centre. The Department of Communities and CAMHS is currently working on updating the existing Memorandum of Understanding with an aim to improve services to children in care.

C21) In relation to the Women's Interests portfolio and specifically, the WA Women's Strategy Community Consultation – what are the future timeframes for community consultation regarding the formulation of the strategy and how will it be solicited?

#### Answer:

Community consultation will take place in 2019. Individuals, community sector organisations and government will have the opportunity to complete an online survey and be part of locally led consultations. A dedicated landing page on the Department of Communities website will link to relevant, accessible information. The Department of Communities will also engage with stakeholders across Western Australia to encourage their contribution, and will work closely with local organisations interested in leading consultation sessions.

C22) In the 2017-2018 reporting period, was there any activity associated with moving Youth Justice to the Department of Communities as was originally announced as part of the machinery-of-government changes?

#### Answer:

Yes, discussions have taken place regarding the implications of moving the youth justice community functions from the Department of Justice to the Department of Communities, including considering the legislative implications of such a move.

*AX*

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

**SUPPLEMENTARY INFORMATION  
DEPARTMENT OF COMMUNITIES**

**ATTACHMENT ONE**

**STRATEGIC PLAN 2019-2023**

# Our Strategic Plan 2019-2023



## We will support individuals and families to lead their best life by:

### Focusing on their specific circumstances

- 1.1 New service delivery models that create flexible ways for individuals and families to identify and access the support they need, when and where they need it.
- 1.2 Systems and information sharing within and across agencies that enables us to better respond to individual and family needs.

### Tackling problems earlier, building on people's strengths

- 1.3 Initiatives and policy responses that have a greater emphasis on prevention, earlier intervention and strengths.
- 1.4 Services that are co-designed with and for the people we serve.

### Navigating, collaborating and partnering

- 1.5 People are better supported to navigate the human services system.
- 1.6 The human services system better supports the people we serve.



## We will mobilise local solutions by:

### Driving place-based thinking, actions and outcomes

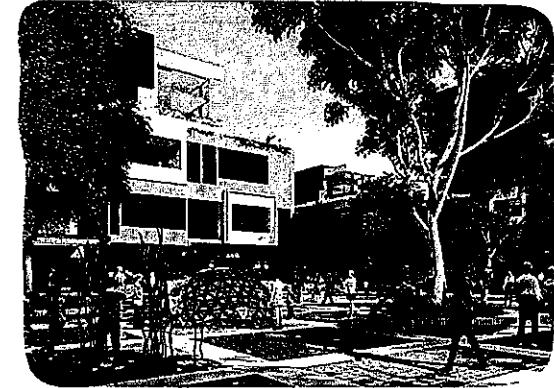
- 2.1 Local engagement and circumstances shape our actions.
- 2.2 District Leadership Groups across the State that are empowered and equipped to deliver on local priorities.

### Adapting ourselves and what we do to urban, regional and remote contexts

- 2.3 Our regions make decisions and deliver supports that make sense for that region.
- 2.4 Our staff understand the dynamics of the places in which they work.

### Harnessing the strengths of local organisations, families and kin

- 2.5 Local people and entities have the capacity to determine, design and deliver the supports they need.
- 2.6 Community development and collective impact approaches are commonplace.



## We will CREATE and transform by:

### Being a catalyst for change, guided always by our values

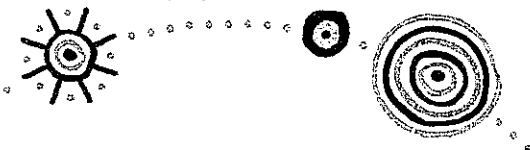
- 3.1 Passionate, high-performing leaders transform our agency and the human services system.
- 3.2 Our values guide our decisions and actions, every time, and create cultural security and inclusion.

### Targeting our resources to deliver government priorities and achieve great outcomes

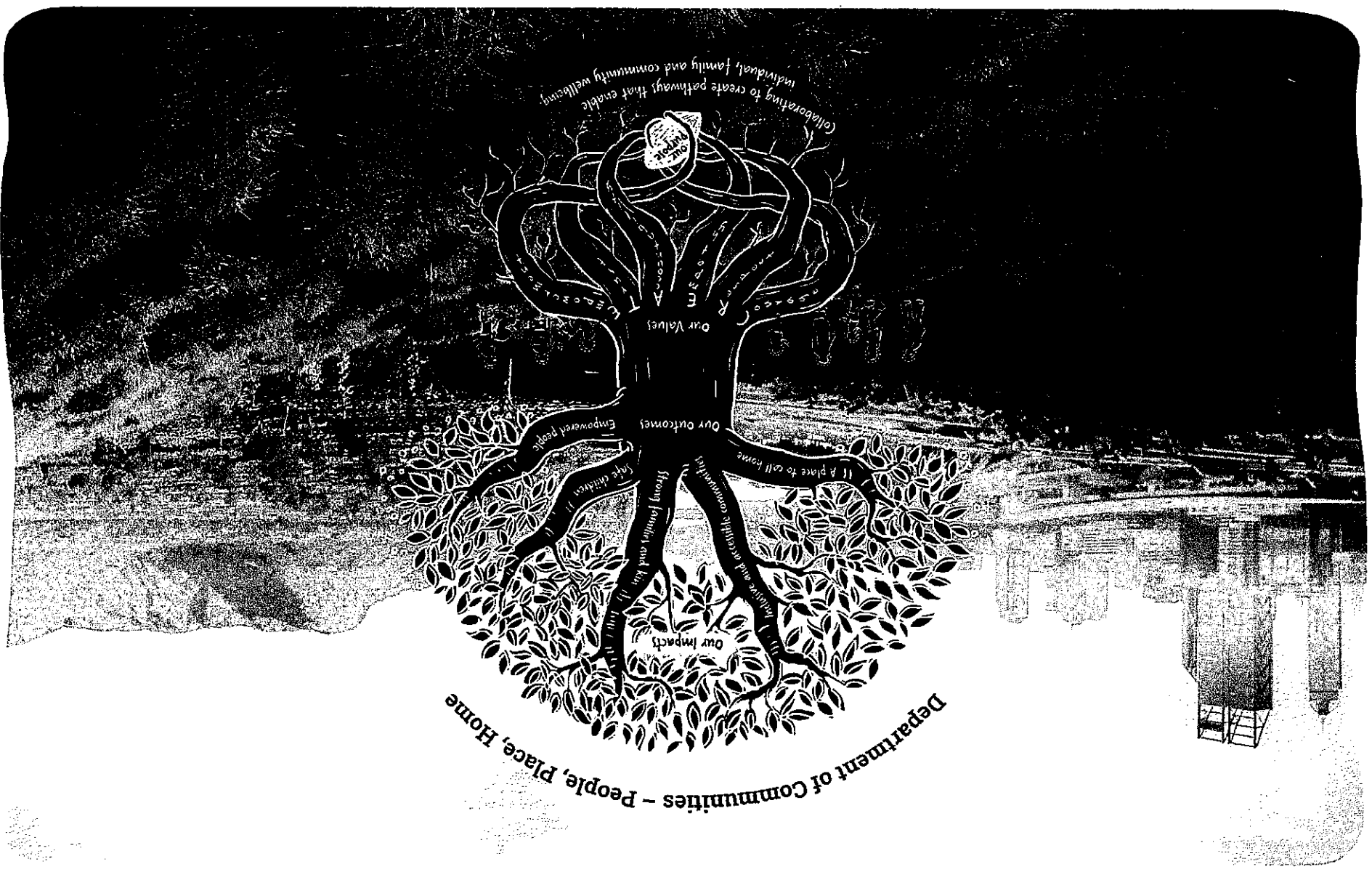
- 3.3 Expenditure that delivers high-impact results for the people and communities we serve.
- 3.4 Property development and asset management that respond to people's circumstances, enable thriving and connected communities, and support our economic viability.

### Executing our work in the right way, at the right time and place, for the right people, and for the right reasons

- 3.5 A skilled, committed and diverse workforce that makes a big difference for the people and communities we serve.
- 3.6 An effective, efficient and responsive agency that is supported by an integrated set of business systems and an appropriate governance and performance framework.







Department of Communities - People, Place, Home

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

**SUPPLEMENTARY INFORMATION  
DEPARTMENT OF COMMUNITIES**

**ATTACHMENT TWO**

**DEPARTMENT OF COMMUNITIES "PLAN ON A PAGE"**



# Enabling Transformation

Integration Action Plan

1 July 2018- 30 June 2019

People  
Actions

## People & Culture

**What:** Complete organisational design by aligning functions and structures within and across divisions

**Why:** To get the right functions and people in the right place

**What:** Establish and implement Learning & Development framework and a single Learning Management System

**Why:** To help all staff align their roles with the Communities' purpose, values and direction • To streamline L&D content, delivery, recording and reporting

**What:** Define Communities' organisational culture, embed our values and drive cultural change

**Why:** To build a values-based culture and a shared identity and purpose • To help people adopt the new identity and purpose, help break silos between former agencies and help build relationships based on trust and shared understanding of who we are and how we work

**What:** Develop leadership and management capability program

**Why:** To build capability to lead transformation and manage during significant organisational change

**What:** Engage all staff on the change journey and identify change champions

**Why:** To ensure that the transformation journey and associated changes are meaningful at all levels and across the entire Department

## Systems & Infrastructure

**What:** Integrate IT platforms

**Why:** To give all staff a single user identity • To place all staff on a single network • To support financial and administrative savings

**What:** Develop a single Communities' intranet

**Why:** To have a single source of information that is easily accessed online by all staff

**What:** Decommission old and build new Communities' website

**Why:** It will be a fundamental tool for communicating with stakeholders, the public and labour market

**What:** Link client data currently captured or held by the Department

**Why:** To support integrated service design and delivery

**What:** Prepare for future service delivery in a digital environment

**Why:** To support integrated client management, timely and responsive service, and flexible working practices; to improve overall user experience of both staff and clients

**What:** Agree approach to strategic asset management across all asset classes and key components for Strategic Asset Plan (i.e. asset register, asset audit, portfolio priorities)

**Why:** To mitigate risk, to proactively articulate asset management priorities, realise service potential, and maximise economic and social benefits

**What:** Plan for head office relocations, and review colocation opportunities in service delivery across the state

**Why:** To support positive collaborative culture and leadership • To support business integration and service delivery

**What:** Implement an interim payroll solution

**Why:** To better manage structure and staff establishment until a new HR and payroll system is procured

**What:** Integrate former agencies' finance systems and establish a single budget and budget process for the Department

**Why:** To capture financial data in one system, enable consistent, accurate and reliable financial management, monitoring and reporting

**What:** Develop and implement a corporate risk management plan

**Why:** To have a clear and fit-for-purpose system to identify, mitigate and manage risks

**What:** Establish and implement a corporate governance structure

**Why:** To have a clearly articulated and understood decision making and authorising environment

**What:** Migrate to one ministerial document system and review and renew agreements with Ministers

**Why:** To support timely, consistent and accurate response to Ministers

## Design & Stewardship

**What:** Commence implementation of the commissioning roadmap

**Why:** To support key transformation activity and work towards outcomes-based approach

**What:** Conceptual development, testing and endorsement of outcomes framework

**Why:** To demonstrate and measure the difference we make together with our service design and delivery partners

**What:** Develop and adopt a stakeholder engagement framework including management of our strategic stakeholders

**Why:** To facilitate more effective engagement and partnerships with stakeholders • To drive better relationships, leading to better outcomes

**What:** Introduce a policy framework and process that differentiates between strategic policy and operational policies and procedures

**Why:** To support shared understanding of roles and responsibilities across the Department in policy design and development, and subsequent implementation/operationalisation

## Service Delivery

**What:** Commence development of new service delivery models

**Why:** It is one of Government's key objectives in forming Communities • To start to move to integrated service model that would support delivery of better outcomes

**What:** Continue to integrate practice in Service Delivery including reviewing State-wide services (e.g. complaints, service delivery central support and coordination etc) and reconfiguring, where appropriate, to reflect the integrated Service Delivery Divisions

**Why:** To model and reflect integrated Service Delivery within Districts and Regions

**What:** Develop and implement regional decision-making frameworks

**Why:** To support regions to design and direct resources and services, and deliver local solutions

### EXPLANATORY NOTES:

This Integration Plan relates to 2<sup>nd</sup> year of Communities' transformation journey. It is an internally-focused document aimed at capturing key enabling action/activities that set the Department for transformation.

Whilst all indicated integration actions/activities will commence in FY2018/19, it is not expected that all will be completed in this period. However, the foundational elements are still expected to occur.

All actions/activities will be scoped at a high-level to include key milestones for the FY2018/19 and accountabilities. This scoping will support quarterly reporting on a broad level, and more importantly provide a mechanism for tracking transformation.

Activities relating to 2017 election commitments, the CEO's performance agreement and such like will be dealt with in the Strategic Plan.

Disability Services and Youth Justice Services remain part of considerations throughout the Integration Phase and associated integration activities/actions.

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

**SUPPLEMENTARY INFORMATION  
DEPARTMENT OF COMMUNITIES**

**ATTACHMENT THREE**

**LIST OF FAMILY AND DOMESTIC VIOLENCE SERVICE GROUPS**

### List of Family and Domestic Violence Service Groups

Service Group	Service Description	Organisations funded to deliver services
Family and Domestic Violence Coordinated Response	The Family and Domestic Violence Coordinated Response Services are provided by not-for-profit community sector organisations in 17 districts across the State. The program represents a partnership between the WA Police, Communities (Child Protection) and a community based family and domestic violence service. The partnership jointly triage reported incidents of family and domestic violence and provide risk assessment and appropriate responses for families and individuals.	<ul style="list-style-type: none"> <li>• Anglicare WA Inc.</li> <li>• Eastern Region Domestic Violence Services Network Inc.</li> <li>• Mission Australia</li> <li>• Patricia Giles Centre Inc.</li> <li>• Ruah Community Services</li> <li>• Share and Care Community Services Group Inc.</li> <li>• The Lucy Saw Centre Inc.</li> <li>• Waratah Support Centre Inc.</li> <li>• Women's Health Care Association Inc.</li> </ul>
Family & Domestic Violence Counselling, Advocacy and Support Services	The types of services within this service group include counselling, advocacy and support services. There are 23 family and domestic counselling, advocacy and support services across the state. Services assist adults, young people and children to find solutions to both practical and personal problems that have arisen where family and domestic violence has occurred or is likely to occur.	<ul style="list-style-type: none"> <li>• Anglicare WA Inc.</li> <li>• Allambee Counselling Inc.</li> <li>• Centrecare Inc.</li> <li>• Community Focus National Ltd.</li> <li>• Desert Blue Connect Inc.</li> <li>• Eastern Region Domestic Violence Services Network Inc.</li> <li>• Mission Australia</li> <li>• Ngaanyatjarra Pitjantjatjara Yankunytjatjara Women's Council Aboriginal Corporation</li> <li>• Nintirri Centre Inc.</li> <li>• One Tree Community Services</li> <li>• Pat Thomas House Inc.</li> <li>• Patricia Giles Centre Inc.</li> <li>• Pilbara Community Legal Centre Inc.</li> <li>• Relationships Australia (WA) Inc.</li> <li>• Share and Care Community Services Group Inc.</li> <li>• South Coastal Women's Health Services Association Inc.</li> <li>• Starick Services Inc.</li> <li>• Waratah Support Centre</li> <li>• Women's Health Care Association Inc.</li> </ul>

<p>Family and Domestic Violence Accommodation &amp; Support Services</p>	<p>Services provide supported and/or safe accommodation to women, with/or without accompanying children, as a result of family and domestic violence or other crisis. Services assist clients to maintain existing safe accommodation where appropriate or move to stable safe long term accommodation. There are 38 Family and domestic violence accommodation and support services across the State. Included in this service group is the Multicultural Women's Advocacy Service specifically for CaLD women and children impacted by family and domestic violence.</p> <p>In addition, the State funded Ellen Brook Family and Domestic Violence Accommodation Service and the Busselton Women's Refuge.</p>	<ul style="list-style-type: none"> <li>• Anglicare WA Inc.</li> <li>• Carnarvon Family Support Services Inc.</li> <li>• City of Stirling</li> <li>• Communicare Inc.</li> <li>• Desert Blue Connect Inc.</li> <li>• Eastern Region Domestic Violence Services Network Inc.</li> <li>• Esperance Crisis Accommodation Service Inc.</li> <li>• Gawooleng Yawoodeng Aboriginal Corporation</li> <li>• Goldfields Women's Refuge Association Inc.</li> <li>• Hedland Women's Refuge Inc.</li> <li>• Marninwartikura Fitzroy Women's Resource Centre Aboriginal Corporation</li> <li>• Marnin Bowa Dumbara Aboriginal Corporation</li> <li>• Marnja Jarndu Women's Refuge Inc.</li> <li>• Marwarnkarra Health Service</li> <li>• Nardine Wimmin's Refuge Inc.</li> <li>• Newman Women's Shelter Inc.</li> <li>• Ngaringga Ngurra Aboriginal Corporation</li> <li>• Ngnowar Aerwah Aboriginal corporation</li> <li>• Orana House Inc.</li> <li>• Pat Thomas House Inc.</li> <li>• Patricia Giles Centre Inc.</li> <li>• Rise Network Inc.</li> <li>• Ruah Community Services Inc.</li> <li>• Salvation Army (WA) Property Trust</li> <li>• Share and Care Community Services Group Inc.</li> <li>• South West Refuge Inc.</li> <li>• Starick Services Inc.</li> <li>• The Lucy Saw Centre Association Inc.</li> <li>• UnitingCare West</li> <li>• Waratah Support Centre Inc.</li> <li>• Women's health Care Association Inc.</li> <li>• Wungening Aboriginal corporation</li> <li>• Zonta House Refuge Association Inc.</li> </ul>
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<p>Safe at Home and Domestic Violence Outreach</p>	<p>Safe at Home and Domestic Violence Outreach services provides specialist workers to assess the safety and support needs of women and children who have experienced domestic violence, to enable them to stay in their own homes when it is safe to do so. The program also provides brokerage funds to stabilise housing and increase security. The Safe at Home program operates across the Perth metropolitan area, the Wheatbelt and the South-West region of WA. The domestic violence outreach services operate in the Great Southern, Pilbara, Peel, Goldfields, and Murchison.</p>	<ul style="list-style-type: none"> <li>• Anglicare WA Inc.+</li> <li>• Desert Blue Connect Inc.</li> <li>• Goldfields Women's Refuge Association Inc.</li> <li>• City of Stirling</li> <li>• Patricia Giles Centre Inc.</li> <li>• Pat Thomas House Inc.</li> <li>• Pilbara Community Legal Service Inc.</li> <li>• Ruah Community Services Inc.</li> <li>• Share and Care Community Services Group Inc.</li> <li>• South West Refuge Inc.</li> <li>• The Lucy Saw Centre Association Inc.</li> </ul>
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