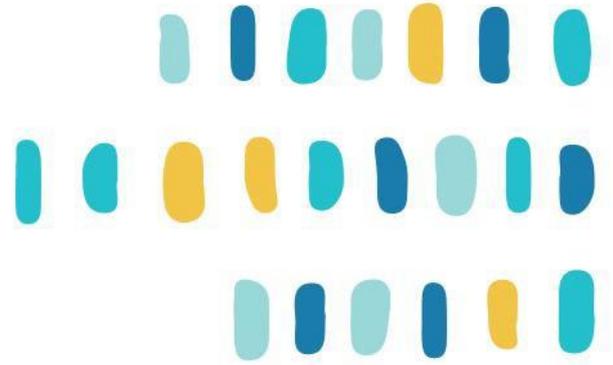




Government of **Western Australia**  
Department of **Communities**



# Target 120 Evaluation Progress Report

Department of Communities

March 2020

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## **EXECUTIVE SUMMARY**

Target 120 was developed as a 2017 McGowan Government election commitment aimed at piloting an early intervention for at-risk young people aged between 10 and 14 years, and their families, to reduce rates of juvenile reoffending. The program emerged from evidence indicating that individualised intervention at an early stage can decrease long-term involvement with the justice system. Target 120 has received funding of \$20.5 million over four years, from 2018-19 to 2021-22, and is currently being piloted at selected sites across Western Australia (WA) including Armadale, Bunbury, Geraldton, Kalgoorlie, Kununurra, Mirrabooka, and Rockingham. Future roll out is scheduled for Albany, Midland, Northam, and Port Hedland sites by mid-2020.

This report contributes to a process evaluation of Target 120 as part of the wider ongoing evaluation of the program. In doing so, it aims to acknowledge the strengths and weaknesses of the implementation of the program to date and provides practical recommendations in support of the continuous improvement of Target 120, both in the context of current delivery as well as in anticipation of the roll out of the program to additional locations during 2020. The current Target 120 project team, together with Community Youth Officers (CYOs) and other delivery staff, have worked diligently to deliver a meaningful program to participants and their families. The discussions in this report, based on various stakeholder feedback and data collection methods, go part way to demonstrating what has been achieved to date.

The implementation of Target 120 has faced several challenges. In addressing these challenges project staff have focused on prioritising the needs of participating young people and their families. Improvements have focused on clarifying and refining the delivery model, providing support for location-specific implementation and CYOs, and improving information and case management to be able to better gauge which elements of the program are likely to be especially effective for outcome achievement in the future. However, further time, additional participants, and increased access to program-related data is needed to evaluate which components may best serve the Western Australian community. This report contains several lessons from the early implementation of Target 120 that could feed into how government implements time-limited pilot projects focused on highly vulnerable populations in future.

### **Target 120**

Target 120 aims to reduce offending behaviours in young Western Australians by bringing across-government resources together to support young people at risk of becoming prolific offenders, and their families, on a voluntary basis. CYOs in conjunction with Local Interagency Groups (LIGs), identify young people who may benefit from participation in this 12-month program. If consent is provided and the young person joins Target 120, the CYO provides support to develop an Individual Support Plan which identifies and addresses criminogenic risk factors likely to contribute to the young person's offending. The CYO also develops an Integrated Service Plan for the family which identifies the areas in which local government agencies and relevant non-government organisations can best provide support by prioritising the family's needs. Through supporting both the young person and their family, Target 120 aims to provide a holistic intervention to address the factors that lead to offending before the young person becomes a prolific offender.

### **Process evaluation**

The process evaluation addresses how the program has been implemented to date while acknowledging that at the time of writing, four of the 11 Target 120 sites were not yet active, and no participants had completed the program. The report provides insight into the appropriateness of the model and improvements that have been made to support delivery. It also identifies opportunities for enhancing the delivery of Target 120 moving forward. The current evaluation aims to address five key questions outlined in the evaluation plan, developed in collaboration with the WA Department of Treasury, through a mixed-method evaluation approach:

- To what extent is T120 being implemented as intended?
- Are there differences in service delivery approaches between sites and if so, what are the consequences of this?
- How effective are participant selection and consent processes?
- To what extent are young people and families engaging in T120?
- How well are government and non-government service providers working together?

## Methodology

A documentation review of key program-related documents such as the Target 120 business case, project management plan, available case notes, and other documents was undertaken. Qualitative data were collected through focus groups with the Target 120 project team responsible for implementing the program, and the current CYOs who deliver Target 120 to young people and families in the community. Semi-structured interviews were conducted with individual project team members to more deeply investigate issues relevant to the process evaluation. Online surveys delivered through Survey Monkey gathered additional information from the CYOs to answer the questions posed above as well as feedback from LIG members about the interagency collaboration intrinsic to the Target 120 model. Focus group and interview data underwent content analysis for consistent themes while survey data provided descriptive statistics.

## Site review

Target 120 has been implemented in a staged roll out process. On 1 January 2020 there were 35 young people participating in Target 120 across the seven active program sites. Participant ages range from 10 years to 16 years with a median age of 14 years. Nine participants (26 per cent) are non-Indigenous Australians with a further 23 participants (65 per cent) Australian Aboriginal. The remaining participants include two (6 per cent) who are Maori and one (3 per cent) who is of African ancestry. Nearly a third of participants (29 per cent) are female with the remaining 25 participants (71 per cent) being male. Nearly a third of participants (29 per cent) are scheduled to complete their participation in Target 120 during February and March 2020. While the data presented in this report were correct as of 1 January 2020 it should be noted that new participants have continued to enter the program during the first quarter of 2020.

## Summary of findings and recommendations

The table below summarises the key responses to the evaluation questions posed in the Target 120 evaluation plan, including the sources of data that were used to address the questions, the general findings, and associated recommendations.

<p><b>To what extent is T120 being implemented as intended?</b></p> <p>The current Target 120 project team is working diligently to deliver Target 120 in a meaningful and responsive way; however, implementation has been reactive in the wake of machinery of government (MOG) changes and staff turnover.</p>	
<p><b>Data sources:</b> Qualitative focus groups and interviews with T120 project team and CYOs; T120 CYO Feedback Survey; review of T120 documentation.</p>	
<p><b>Findings</b></p>	<p><b>Recommendations</b></p>
<ul style="list-style-type: none"> <li>• The initial project budget which accounted for site-based Community Youth Officers</li> </ul>	<ul style="list-style-type: none"> <li>• To provide a solid foundation for sustainability into the future, ongoing</li> </ul>

<p>(CYOs) and a project manager has been unrealistic to implement the project and turnover in Target 120 staff has had ongoing repercussions for the implementation of Target 120.</p> <ul style="list-style-type: none"> <li>Participant engagement began before key elements of the program were finalised, documented and in place. As a result, implementation of Target 120 has been reactive rather than proactive</li> <li>Significant improvements to support consistency across Target 120 sites and the evaluation of the program have been made by the current project team. There are further opportunities for improvement.</li> </ul>	<p>planning for Target 120 should aim to address the significant amount of funding required for project related staffing.</p> <ul style="list-style-type: none"> <li>CMS should be prioritised as a single location for project-related data collection, supported by Communities’ approved document management system (Objective) should take precedence over the legacy locations inherited from the MOG changes.</li> <li>Project-related documentation should be recorded, regularly reviewed, and easily accessed through a consistent document management system.</li> <li>Target 120 documentation should be reviewed and revised to the extent that it will serve the project moving forward (noting that Target 120 is rapidly approaching the halfway mark).</li> <li>An alternative measure for the Child and Youth Resilience Measure (CYRM) should be sought to more appropriately monitor changes in resilience for Target 120 participants.</li> <li>Support should be provided to ensure that CYOs are aware of the expectations of the Target 120 delivery model and are able to implement and document the necessary components at the appropriate times.</li> </ul>
<p><b>Are there differences in service delivery approaches between sites and if so, what are the consequences of this?</b></p> <p>Service delivery approaches differ between Target 120 sites and aim to be responsive to local needs and priorities.</p>	
<p><b>Data sources:</b> Qualitative focus groups and interviews with T120 project team and CYOs; T120 CYO Feedback Survey; review of T120 documentation.</p>	
<p><b>Findings</b></p>	<p><b>Recommendations</b></p>
<ul style="list-style-type: none"> <li>CYOs come from diverse backgrounds with different skills and strengths.</li> <li>Disparities in how Target 120 is being delivered at each site, as well as differences in available local resources, mean that the intervention being provided to young people and their families can be highly variable</li> </ul>	<ul style="list-style-type: none"> <li>A schedule of trainings to provide CYOs with the skills to be able to support highly vulnerable young people should be developed and implemented. At minimum this should include trauma-informed care; mental health and suicide prevention; and culturally appropriate engagement.</li> </ul>

	<ul style="list-style-type: none"> <li>• Education and support should also be provided to CYOs to assist in managing workflow; implementing the Target 120 delivery model components; and using CMS for case management and project-related information.</li> <li>• The introduction of mobile computer devices should be considered to assist CYOs in accessing CMS information; engaging in timely data collection; and delivering computer-based activities in the field.</li> </ul>
<p><b>How effective are participant selection and consent processes?</b></p> <p>The candidate selection process effectively identifies suitable young people, but numbers are fewer than anticipated.</p>	
<p><b>Data sources:</b> Qualitative focus groups and interviews with T120 project team and CYOs; T120 CYO Feedback Survey.</p>	
Findings	Recommendations
<ul style="list-style-type: none"> <li>• Changes in participant selection criteria to boost numbers have consequences for the 'early intervention' intention of Target 120.</li> <li>• Eligibility for Target 120 does not automatically translate to suitability for the program.</li> <li>• Identification and engagement of at-risk young people and their families has been a much more involved process than first anticipated.</li> </ul>	<ul style="list-style-type: none"> <li>• CYOs should be supported in developing their professional judgement to ensure that Target 120 continues to recruit appropriate participants and remains a suitably early intervention.</li> <li>• Consideration should be given to investigating alternative sources of referral into Target 120.</li> <li>• To streamline the consent process, consideration should be given to classifying the young person as 'active' once parent/guardian consent has been provided.</li> </ul>
<p><b>To what extent are young people and families engaging in T120?</b></p> <p>Target 120 directly involves young people and their families in identifying and prioritising goals to address criminogenic risk.</p>	
<p><b>Data sources:</b> Qualitative focus group with CYOs; T120 CYO Feedback Survey.</p>	
Findings	Recommendations
<ul style="list-style-type: none"> <li>• The elements of the Target 120 model that are consistent across all sites require participants to engage in the decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• None at present. As numbers of participants increase further information will likely become available on which to base recommendations.</li> </ul>

<ul style="list-style-type: none"> <li>• CYOs have reported that young people and their families have expressed satisfaction with Target 120.</li> </ul>	
<p><b>How well are government and non-government service providers working together?</b></p> <p>Target 120 demonstrates a fundamental shift from practice as usual and will take time to establish consistent interagency collaboration and coordination.</p>	
<p><b>Data sources:</b> Qualitative focus groups and interviews with T120 project team and CYOs; T120 CYO Feedback Survey; T120 Interagency Partnership Survey; review of T120 documentation.</p>	
<p><b>Findings</b></p>	<p><b>Recommendations</b></p>
<ul style="list-style-type: none"> <li>• LIGs are still in their infancy and being developed to ensure the best representation of local agencies.</li> <li>• Interagency collaboration to prioritise support for families has been inconsistent.</li> <li>• At present there is room for improvement in engagement between government and non-government agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Clarification of government and non-government membership, roles and responsibilities related specifically to Target 120 should be made to support improved engagement between all LIG agencies.</li> <li>• Leadership should be provided by the Target 120 Executive Committee directly to agency staff to ensure the Service Priority Policy is followed.</li> </ul>

**Lessons learned to date**

Several challenges experienced by Target 120 highlight the opportunities for future projects to benefit from the lessons learned so far. Adequate planning is particularly important when initiating what is intended to be an intensive and time-limited intervention. Future projects would likely benefit from suitable time, expertise, and resources being provided for project planning prior to implementation, and certainly prior to participants being recruited into the project. This will help to ensure that stakeholders are clear about the project’s intentions for both the delivery model and the implementation strategy.

Strategies to mitigate staff turnover and loss of corporate knowledge are highly beneficial in projects that utilise time-limited contract positions and are likely to be subjected to the high levels of turnover typical of rural and remote locations. Target 120 has done well to achieve what it has achieved considering the staffing issues that the program has faced. Future time-limited projects will likely benefit from ensuring that staff retention practices, and project documentation procedures and processes are embedded and supported as an intrinsic part of project design and implementation.

Co-design can be highly valuable for projects that require continued engagement from at-risk or hard to reach populations. While Target 120 was not co-designed, future projects of a similar nature could benefit from incorporating this approach. Co-design principles can be used in determining consistent components to the delivery model, deciding on location-specific additions to the delivery model, developing project-related tools, and helping to determine what success for the project realistically looks like for those who are intended to benefit from engagement.

Projects that are aimed at supporting a population often thrive from clear participation of people from that population in project delivery. The insight and representation provided by Aboriginal project staff has been a key strength of Target 120 and has contributed to the positive achievements to date. Future projects will likely benefit from ensuring that sufficient planning, recruitment, training and support is provided so that projects can be delivered as intended by those who are most likely to be able to initiate and maintain engagement with marginalised or minority target groups.

## TARGET 120

### Introduction

The youth justice system is a set of processes and practices for managing children and young people who have committed, or allegedly committed, a criminal offence. In Western Australia (WA) young people can be charged with a criminal offence if they are aged 10 years or older. Detention rates of young people in WA are consistently higher than those for Australia as a whole.<sup>1</sup> During 2017-18, WA had the highest rate of young people aged 10-17 years under supervision (293 per 10,000 compared to 187 per 10,000 for Australia).<sup>2</sup> High rates of contact with the youth justice system translate into significant long-term impacts on government expenditure.

In 2016-17, it cost an average of \$977 per day to supervise a young person in custody. The total per annum cost of a young person involved in youth justice services is estimated to be approximately \$225,000. This estimate does not include system costs related to policing and courts, nor the associated costs to child protection, health, education, housing, and other government services that tend to co-exist with youth offending. The community impact of this offending behaviour can be significant and disproportionately concentrated in locations of disadvantage.<sup>3</sup>

Research from the UK has indicated that involvement with the youth justice system is criminogenic and therefore inherently problematic for children and young people.<sup>4</sup> Persistent and serious offending in young people is associated with experiences of victimisation and social adversity. The WA Youth Justice Framework 2015-2018 acknowledges that where young people have continued contact with the justice system, it is rarely in isolation from other factors such as family and domestic violence, alcohol and other drug use, mental health issues, trauma, and/or poverty within the family.<sup>5</sup> Furthermore, the over-representation of Aboriginal young people in the youth justice system is an established and enduring reality. During 2017-18, the level of Indigenous over-representation was highest in WA, with Aboriginal young people 27 times more likely than non-Aboriginal young people to be under supervision.<sup>2</sup>

Youth offending, in general terms, sits within a wider sociocultural context and the circumstances which lead to youth offending are multifactorial. As such, trends in youth offending are influenced by numerous variables and underscored by complex social, cultural, historical, and political factors, in conjunction with individual experience and personal circumstances. Furthermore, young people exist within a family structure that can contribute to the factors that lead to offending or safeguard young people from these factors. This makes it difficult to identify which factors may be specifically responsible for changes in offending behaviour over time. It also highlights the importance of addressing wider family's circumstances in support of the young person. As a result, effective prevention of youth offending ultimately requires a cross-government program of change with long-term investment and interagency support.

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<sup>1</sup> Government of Australia, December 2018. *Youth detention population in Australia 2018*. Bulletin 145, Australian Institute for Health and Welfare, Canberra.

<sup>2</sup> Government of Australia (2019). *Youth justice in Australia, 2017-18*. Australian Institute for Health and Welfare, Canberra.

<sup>3</sup> Australian Institute of Criminology (2012). Targeting crime prevention to reduce offending: Identifying communities that generate chronic and costly offenders. *Trends and Issues in Crime and Criminal Justice*, no. 445 Canberra.

<sup>4</sup> McAra, L. and McVie, S. (2010). Youth crime and justice: Key messages from the Edinburgh Study of Youth Transitions and Crime. *Criminology & Criminal Justice*, 10(2): 179-209.

<sup>5</sup> Youth Justice Framework – in full

Target 120 has been informed by evidence that suggests that there are critical moments in the early teenage years that are key to pathways out of offending, especially around the age of 12 years. In response, Target 120 aims to pilot an individualised intervention initiated at an earlier point in a young person's experience with the justice system to reduce the likelihood that they will continue on an offending pathway. The pilot was originally targeted at young people aged 10 to 14 years who had been identified as having between three and 15 contacts with police, following consultation with WA Police Force (WAPOL) confirming that beyond this young people are likely to transition to prolific offending. Target 120 aims to intervene before young people reach this point.

Target 120 is a pilot program that provides 12 months of individualised support for young people at-risk of transitioning to prolific offending, and additional coordinated support for their families. Through prioritising coordinated support, Target 120 also aims to encourage improvements in how government agencies and non-government organisations (NGOs) respond to young people at risk of offending in a collaborative manner. Improved coordination of individualised support at an earlier point in their contact with the justice system should help to prevent or minimise a young person's future contacts. Considering this, Target 120 acknowledges that together with targeted support and service provision for the young person as an individual, there is a fundamental need to address the young person's broader sociocultural environment, including the immediate circumstances of their family. This is key to providing a holistic approach to decreasing offending behaviours in young people.

Decreased offending translates into significant savings for government expenditure within police and the justice system. Addressing the underlying factors that contribute to criminogenic behaviour in young people will likely have a flow on effect for other areas of government expenditure. Considering the potential benefits of a program like Target 120 for individuals, families, and communities the McGowan Government committed funding of \$20.48 million to pilot the program over the four years between 2018/19 and 2021/22. Target 120 aims to address three main objectives:

- Reduce the frequency and/or severity of offending behaviour in the Target 120 cohort by program completion.
- Strengthen system capacity for early and targeted intervention to better support at-risk young people and their families.
- Provide an efficient service delivery model to reduce the costs of youth offending to the WA State Government.

Target 120 is governed by a sunset clause which requires that any project that impacts the States net operating balance by \$5 million or more in any one financial year will undergo evaluation. The Department of Communities (Communities) has developed an evaluation plan in collaboration with the WA Department of Treasury (Treasury). Evaluation of the Target 120 pilot will continue in a staged process, with the current formative evaluation focusing on the processes associated with implementation of Target 120, to understand the factors that have influenced delivery of the program to date. Future evaluation will focus on summative methods that will allow for the assessment of outcome achievement for those individuals who have successfully completed the program.

This evaluation progress report prioritises a process evaluation to provide a status update on the implementation of Target 120 and aligns with the Target 120 evaluation plan. In taking a continuous improvement approach, this report aims to provide an honest and transparent assessment of the implementation of Target 120 to date while recognising the improvements that have been made and identifying opportunities for enhancing the delivery of the program moving forward.

## THE TARGET 120 DELIVERY MODEL

The success of Target 120 depends largely on two central roles within the program. The Community Youth Officer (CYO) delivers the program directly to young people and their families at each Target 120 location. The CYO provides individualised and responsive case management for the young person, ongoing support for their family, and interagency coordination of local services to support both the young person and their family. The Local Interagency Group (LIG) is intended to include local representatives from a range of government agencies such as WAPOL; Department of Justice (Justice); Department of Education (Education); Department of Health (Health) and relevant health service providers such as the Child and Adolescent Health Service (CAHS) and WA Country Health Service (WACHS); Department of Local Government, Sport and Cultural Industries (DLGSC); and the service delivery portfolio of Communities including Housing, Child Protection, and Disability Services. Where a Service Agreement exists with a local NGO or ACCO as part of Target 120 they are included in the LIG. The LIG supports identification of potential Target 120 participants and assists in implementing the Individual Support Plan and the Integrated Services Plan. LIGs may go by alternative names at particular Target 120 sites but each program location has an interagency group that fulfils this key role.

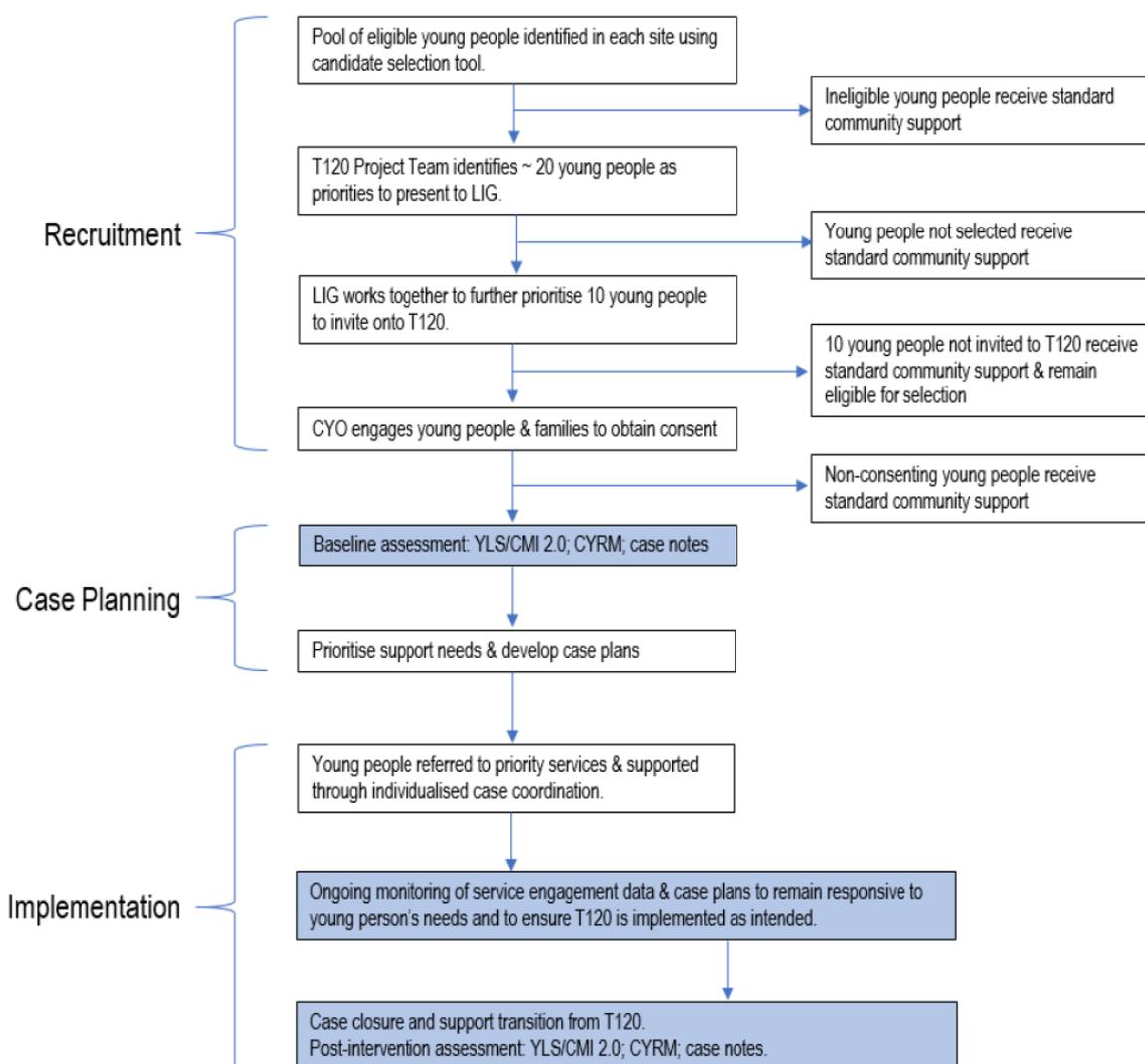


Figure 1. Participant pathway through the Target 120 program. Source: Target 120 Evaluation Plan.

Figure 1 illustrates the generalised participant pathway through the Target 120 program. However, what Target 120 looks like in each pilot site varies significantly. There could be several roles in addition to the CYO and LIG, depending on the localised implementation of the program and the established structures contributing to the current delivery of Target 120. Additional roles may include multiple CYOs or field officers; a management position for oversight; mentors who work directly with young people; or Aboriginal Community Controlled Organisations (ACCOs). The individual structures that are in place at each Target 120 site are discussed later in this report.

While Target 120 is intended to embrace a localised approach to delivering activities for participants, there are several fundamental components to the delivery model that are implemented across all Target 120 sites by the CYO. These components directly support the intended outcomes of the program and include the Youth Level of Service/Client Management Inventory; the Individual Support Plan; the Integrated Services Plan; the Child and Youth Resilience Measure.

### **Youth Level of Service/Client Management Inventory (YLS/CMI)**

It is widely accepted that best practice within a correctional setting utilises structured assessments to identify the risks and needs of clients.<sup>6</sup> The YLS/CMI is an internationally recognised and positively evaluated tool for classifying and predicting youth offending and is routinely used to assess risks, needs and strengths to inform decision making when working with juvenile offenders.<sup>7</sup> This information is then used to inform person-specific case plans, such as the Individual Support Plan used by Target 120.

The YLS/CMI collects information on eight areas of criminogenic risk/need:

- Prior and current offences/dispositions;
- Family circumstances/parenting;
- Education/employment;
- Peer relations;
- Substance use;
- Leisure/recreation;
- Personality/behaviour; and
- Attitudes/orientation.

The risk-need-responsivity (RNR) model is the best model currently available for determining offender treatment and provides the theoretical framework for several risk assessment tools, including YLS/CMI.<sup>8</sup> There are two assumptions in the RNR model that are particularly relevant to the YLS/CMI. Firstly, that criminal activity in a young person is caused by a complex network of interacting variables including individual characteristics and circumstances; and secondly, that interventions with high-risk youth can be effective in reducing the chances of future antisocial behaviour if they target the criminogenic needs of the young person and are delivered effectively.<sup>9</sup>

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<sup>6</sup> Thompson, A., McGrath, A & Goodman-Delahunty, (2013), *Validity of the Australian adaptation of the Youth Level of Service / Case Management Inventory and investigation of prediction errors for low and high risk juvenile offenders*, Report for the NSW Department of the Attorney General and Justice, Sydney.

<sup>7</sup> Thompson, A.P. & Pope, Z. (2005). Assessing juvenile offenders: Preliminary data for the Australian Adaptation of the Youth Level Service / Case Management Inventory, *Australian Psychologist*, 40(3): 2017-214.

<sup>8</sup> Andrews, D.A., Bonta, J. & Wormith, J.S. (2011). The Risk-Need-Responsivity (RNR) Model: Does Adding the Good Lives Model Contribute to Effective Crime Prevention? *Criminal Justice and Behaviour*, 38(7): 735-755.

<sup>9</sup> Youth Justice Services (2017), *Young Person Level of Service/Case Management Inventory 2.0: Scoring Manual and Information Guide*, Government of Western Australia, Perth.

The YLS/CMI is completed by the CYO based on information about the young person and their family circumstances. The YLS/CMI allows the eight areas of criminogenic risk/need to be ranked in order of importance and changeability for the young person in question. The top four priorities are then included in the Individual Support Plan that the CYO develops in conjunction with the young person. The overall rating provided by the YLS/CMI also allows young people to be classified as low, moderate, high or very high risk. The YLS/CMI should then be repeated when the young person exits Target 120 to compare changes in risk/need over time. Target 120 staff currently receive training in how to administer the YLS/CMI through Justice who holds regular training sessions for youth justice staff. However, this means that Target 120 is limited to a pre-determined training schedule.

### **Individual Support Plan**

Target 120 supports young people and their families to develop a client-led Individual Support Plan based on addressing the top four priority areas identified through the YLS/CMI. The Individual Support Plan identifies the young person's goals under each of the four priority areas. These goals should be SMART (specific; measurable; achievable; relevant; and time-bound) and align to reducing offending behaviours. The CYO helps to identify clear strategies and activities that will support the young person in achieving these goals.

The development of the Individual Support Plan is directly guided by the young person and their family. The young person and a responsible adult confirm that they are happy with the plan that has been developed by signing off and are provided with a copy of the endorsed plan to keep. The Individual Support Plan is monitored for progress and updated monthly through ongoing contact with the CYO. It is then formally reviewed at six months so that new or additional goals can be identified by the CYO, young person, and the responsible adult. A final review of the Individual Support Plan happens at 12 months in preparation of the young person exiting Target 120.

### **Integrated Service Plan**

In addition to developing the Individual Support plan in conjunction with the young person and their family, the CYO also develops an Integrated Service Plan with information and advice from local service providers. The Integrated Service Plan attempts to identify and prioritise the wraparound services that can be delivered by Target 120 partner agencies and is supported by the Target 120 Service Priority Policy.

The Service Priority Policy was designed to ensure that each Target 120 partner agency that delivers services would prioritise their existing resources and ensure that funding decisions support the achievement of outcomes of Target 120.<sup>10</sup> These outcomes include reducing the frequency and severity of the participant's offending behaviour and improving access to, and engagement with, appropriate services that assist participants and their families to integrate with the community. To this end partner agencies are responsible for:

- Prioritising their existing resources and funding decisions to support the achievement of outcomes for Target 120;
- Ensuring that local staff attend and contribute to LIG meetings;
- Contributing to the development of associated documents and operational procedures as they relate to participants;
- Identifying relevant existing Memoranda of Understanding and operational procedures;
- Sharing data to enable program delivery and contribute to evaluation.

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<sup>10</sup> Department of Communities (2019). *Target 120 Service Priority Policy*, Government of Western Australia, Perth.

The Integrated Service Plan should be focused on integrating all services involved with the young person and their family. This plan aims to address potential gaps in service delivery, prioritise access to services while preventing duplication of services provided, and facilitate a holistic approach to the situational issues directly affecting the young person and their family.

### **Child and Youth Resilience Measure (CYRM)**

There is continuing debate on how best to define resilience. The various approaches that are used to study the construct typically view resilience as the capacity to adapt to factors that have the potential to disrupt a person's functioning and wellbeing. As a multidimensional construct that mediates the effects of stressors, demands or adversity on the achievement of positive outcomes, resilience is associated with individual characteristics, as well as relationships with others, and access to community resources and opportunities.<sup>11</sup>

The CYRM is a validated measure of the individual, relational, communal and cultural resources available to individuals that may bolster their resilience.<sup>12</sup> The CYRM was developed collaboratively by a team of international investigators seeking a culturally and contextually relevant measure of youth resilience.<sup>13</sup> There are multiple versions of the CYRM including the original 28-item measure and an abridged 12-item measure.<sup>14,15</sup> The 17-item version of the CYRM was included as part of the Target 120 model given the program's focus on supporting young people to reach their potential and strengthening connections to family and community (see Appendix X). The questionnaire takes approximately 10 to 15 minutes and is administered by the CYO at three-monthly intervals commencing at baseline and continuing until the young person exits from the program at 12 months.

### **Client Management System (CMS)**

Through delivery of the Target 120 program CYOs provide individualised case management for participants as well as ongoing support for their families, and interagency coordination of services. The processes of identifying, selecting, consenting, assessing and supporting Target 120 participants provides a clear need for CYOs to record and document the details of their interactions with potential and active participants. ASSIST is the current case management system used for Child Protection and Family Services (CPFS). This system was investigated as a potential tool for Target 120 but considering the intense data focus of the pilot, ASSIST was not deemed suitable for the needs of the program. As such, Communities has invested, and continues to invest, significant time and resources to the development of Target 120 Client Management System (CMS) to support the pilot. The CMS is currently being developed to provide an online portal for CYOs to access relevant information about participants and their families, as well as record important information in a secure and accessible format.

The first stage of CMS has involved capture of information on the number of contacts CYOs are making, and the amount of time they are investing in recruiting participants. Future stages of the CMS will facilitate an interactive dashboard of general participant information and provide a central repository for data that is crucial for the future evaluation of Target 120, such as YLS/CMI scores and Individual Support Plan goals. For CMS to be fully functional will require a substantial level of retrospective data entry to ensure that information that has been previously gathered using other

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<sup>11</sup> Govender, K., Cowden, R.G., Asante, K.O., George, G. & Reardon, C. (2017). Validation of the child and youth resilience measure among South African adolescents. *PLoS ONE* 12 (10): e0185815.

<sup>12</sup> Resilience Research Centre (2016). *The Child and Youth Resilience Measure (CYRM) Child Version: User's Manual*,

<sup>13</sup> Ungar, M. & Liebenberg, L. (2011). Assessing Resilience Across Cultures Using Mixed Methods: Construction of the Child and Youth Resilience Measure, *Journal of Mixed Methods Research*, 5(2): 126-149.

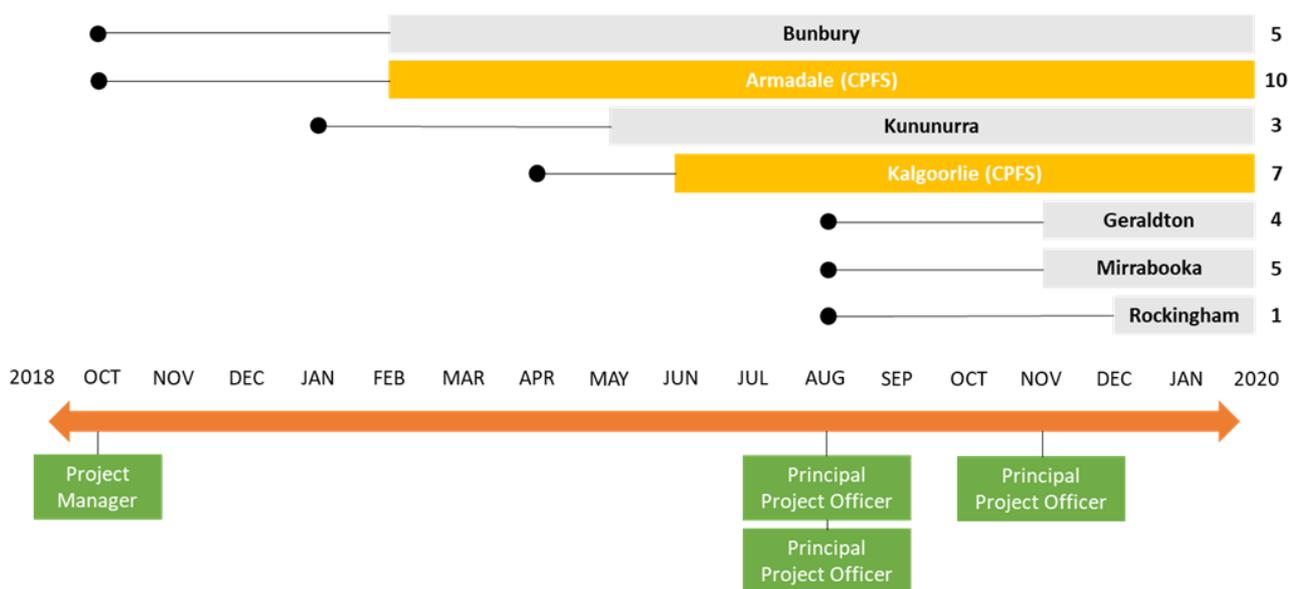
<sup>14</sup> Liebenberg, L., Ungar, M. & Van de Vijver, F. (2012). Validation of the Child and Youth Resilience Measure-28 (CYRM-28) Among Canadian Youth, *Research on Social Work Practice*, 22(2): 219-226.

<sup>15</sup> Liebenberg, L., Ungar, M. & LeBlanc, J.C. (2013). The CYRM-12: A Brief Measure of Resilience, *Canadian Journal of Public Health*, 104(2): e131-e135

methods is accurately entered into CMS. This will assist in streamlining access to data useful to delivering the activities of Target 120 as well as evaluating the program. Future Target 120 sites not yet active will be able to access the benefits of CMS from the outset.

### TARGET 120 STATUS UPDATE

Target 120 has been implemented in a staged roll out process. Figure 2 provides a summary of the key events in the implementation and delivery of Target 120 to date. Black dots indicate engagement of the CYO with black lines indicating the amount of time between the CYO being employed and the commencement of the first participant (i.e. consent provided by the participant and family). Solid yellow (CPFS) and grey blocks provide an indication of how long each site has been active with the numbers at the end indicative of how many active clients the site had on 1 January 2020. Green blocks indicate the engagement of key Target 120 project team members who have been employed to support project implementation, including the CYOs in their delivery of key activities.



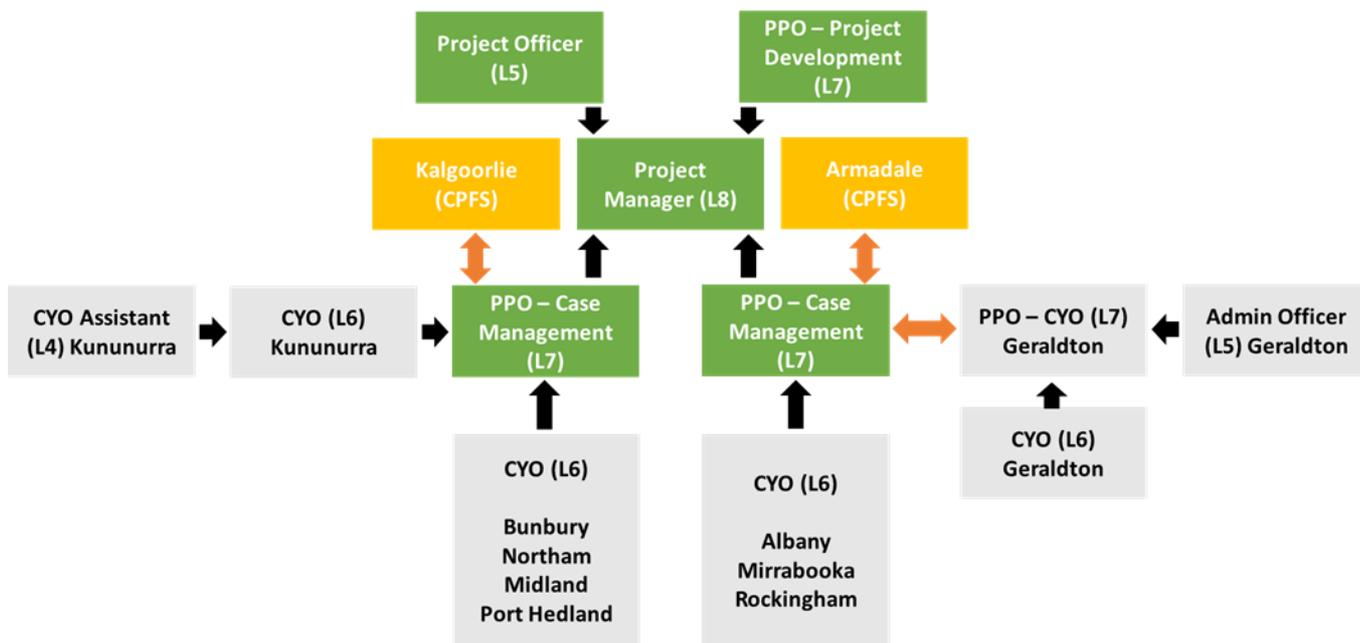
**Figure 2. Target 120 project implementation and delivery events, October 2018 - January 2020.** Source: Target 120 weekly reporting.

On 1 January 2020 there were 35 young people participating in Target 120 across the seven active program sites in Armadale, Bunbury, Geraldton, Kalgoorlie, Kununurra, Mirrabooka, and Rockingham. Participant ages range from 10 years to 16 years with a median age of 14 years. Nearly a third of current participants (29 per cent) are scheduled to complete their participation in Target 120 during February and March 2020.

Nine Target 120 participants (26 per cent) are non-Indigenous Australians with a further 23 participants (65 per cent) Australian Aboriginal. The remaining participants include two (6 per cent) who are Maori and one (3 per cent) who is of African ancestry. Nearly a third of participants (29 per cent) are female with the remaining 25 participants (71 per cent) being male. While the data presented in this report was correct as of 1 January 2020 it should be noted that this is a point in time assessment and several new participants have entered the program during the first quarter of 2020. Future roll out of Target 120 is scheduled for sites in Newman (Pilbara region), Northam (Wheatbelt region), Albany (Great Southern region), and Midland (east metropolitan Perth) by June 2020. This is a snapshot of the information available at the time.

### Project implementation

Figure 3 details the roles that are responsible for the implementation and delivery of Target 120. Positions shaded green indicate the Target 120 project team based at Communities’ head office; yellow positions are Target 120 roles managed externally to the project team at the Kalgoorlie and Armadale Target 120 sites; and grey positions are those that currently fall under the project team. Black arrows indicate line management and orange arrows indicate collaborative relationships that may involve a level of support and coordination but do not involve direct line management. Figures 2 and 3 provide information on roles key to the implementation and delivery of Target 120 and therefore do not include additional roles, such as those that have been committed to evaluation of the program.



**Figure 3. Target 120 project implementation and delivery roles.** Source: Priority Initiatives, Department of Communities.

### Armadale

Armadale is located on the outskirts of the Perth metropolitan area, approximately 40 km south east of the CBD. Armadale was one of the first sites to be established for Target 120. In October 2018 the site engaged a CYO to operate out of the Child Protection District Office. Since Target 120 commenced in Armadale, there have been two cycles of staff turnover in the CYO position. Figure 3 outlines the governance and delivery structure in place at the Armadale Target 120 site.

The governance structure for Target 120 at the Armadale site consists of a LIG chaired by the CYO. The LIG interacts with the District Leadership Group (DLG) in the region on the request of the DLG Chair, however at the time of writing this report this has not occurred for several months. The region also has an Integrated Offender Management (IOM) group. IOM’s have been established by WAPOL to provide a cooperative and coordinated approach to the management of convicted offenders. However, IOM groups have a broader remit than Target 120 and operate with a different service delivery model. Therefore, the Armadale IOM group operates independently of Target 120 and is not associated with the governance structure of the program.

Unlike the majority of Target 120 sites, Armadale is not directly managed by the Target 120 project team. Instead, the Armadale site operates within the child protection portfolio under the direction of the Armadale District Director. This arrangement has been confirmed in a 12-month partnership with

the local office and means that this site operates within its own budget with its own cost centre, resources, and local leadership. The Armadale Target 120 site started actively managing participants in February 2019.

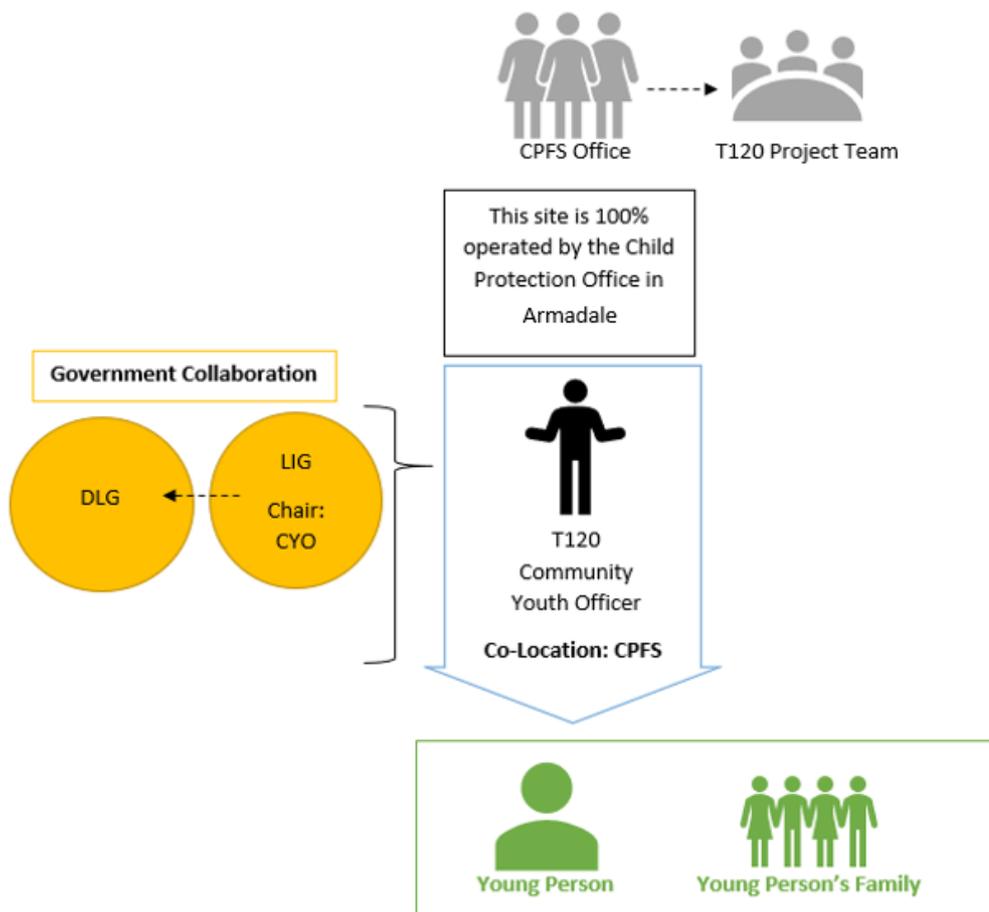


Figure 4. Target 120 Armadale governance and delivery structure.

### Current participants

Armadale has a full complement of ten Target 120 participants. Table 1 outlines the key characteristics of current Target 120 participants at the Armadale site. The Armadale participant group currently consists of four females (40 per cent) and six males (60 per cent). The youngest participant is 11 years old and the oldest is 16 years old, with a median age of 14 years among participants. As Armadale was one of the earliest sites activated several of the participants are scheduled to exit Target 120 in February and March 2020.

Table 1. Current participants at the Armadale Target 120 site as at 1 January 2020. Data Source: Target 120 weekly reporting.

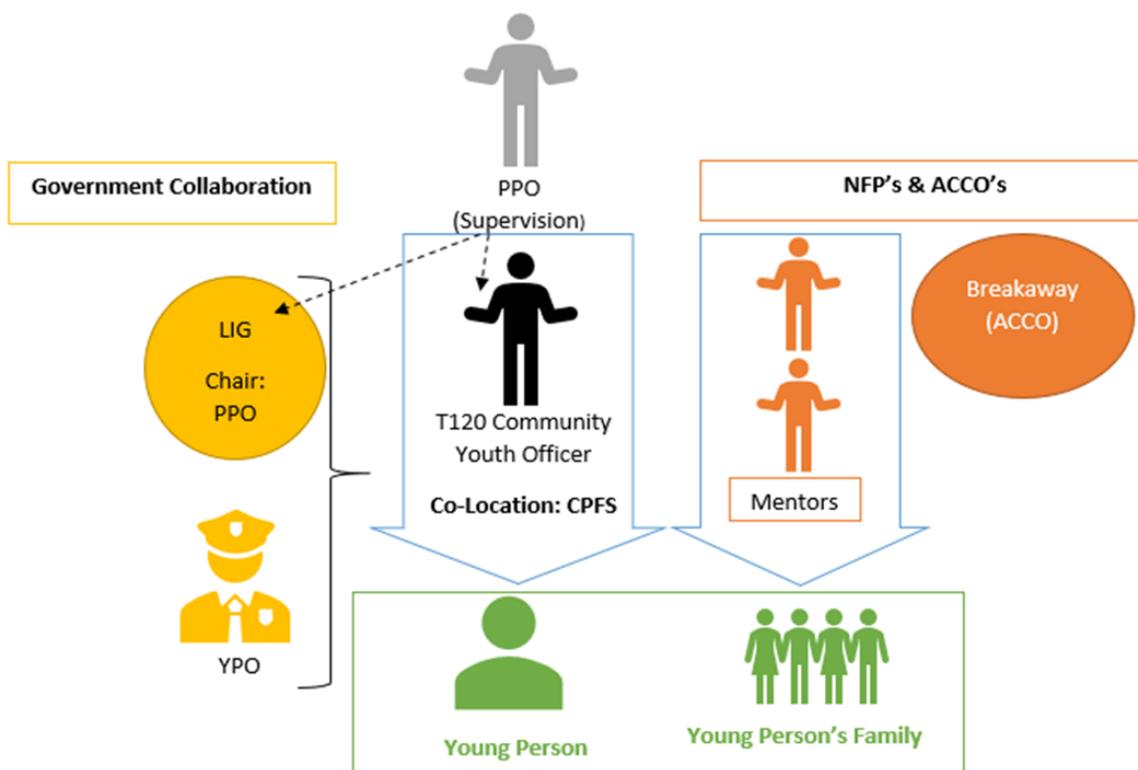
SEX	AGE	ETHNICITY	CONSENT DATE
Female	14 years	Maori	February 2019
Female	14 years	Maori	February 2019
Female	16 years	Non-Indigenous Australian	February 2019
Male	13 years	Aboriginal	March 2019
Male	14 years	Non-Indigenous Australian	March 2019
Male	14 years	Aboriginal	July 2019
Female	15 years	Non-Indigenous Australian	August 2019

Male	11 years	Non-Indigenous Australian	August 2019
Male	15 years	Aboriginal	August 2019
Male	14 years	Unknown (Caucasian)	September 2019

### Bunbury

Bunbury is a small city located in the south west of WA, approximately 175 km from Perth. Bunbury is the economic hub for the south west and provides education, transport and logistic services for the wider region. Bunbury was one of the first Target 120 sites to launch in October 2018 with one CYO co-located at the local Child Protection District Office. Active management of participants commenced in February 2019. Figure 5 outlines the governance and delivery structure in place at the Bunbury Target 120 site.

The CYO is supervised by the Principal Project Officer who is in the Perth-based Target 120 project team at Communities head office. Though Bunbury has a Human Services Managers Forum, it does not yet have a DLG in place able to support the governance of Target 120. The Bunbury site operates with one LIG chaired by the Target 120 Principal Project Officer for the region, with the intention that in time this responsibility will transfer to the CYO.



**Figure 5. Target 120 Bunbury governance and delivery structure.**

A major strength for operations in the region is the relationship the CYO has formed with the Youth Policing Officer (YPO) from WAPOL. This has enabled improved co-ordination of support for clients in the same cohort. In addition, the CYO has developed a solid relationship with Breakaway, a local ACCO that has been engaged to provide family yarning services and cultural experiences through a Grant Agreement established in 2019. Two mentors from Breakaway provide support for Target 120 participants.

## Current participants

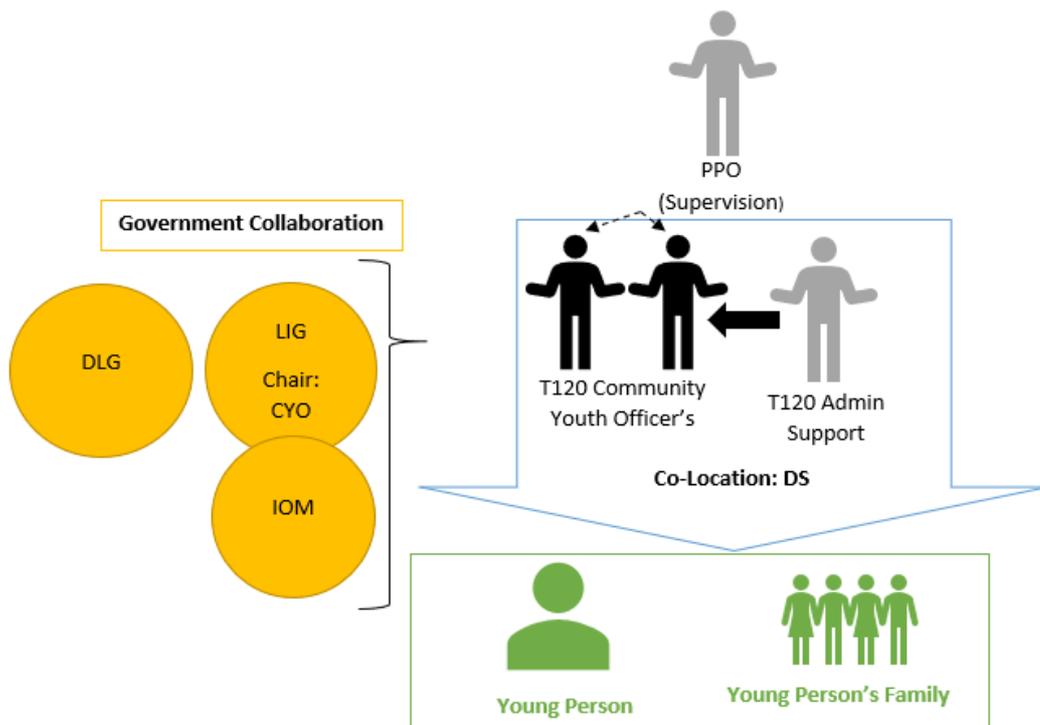
There are five participants actively engaging in Target 120 at the Bunbury site. Table 2 outlines the key characteristics of current Bunbury Target 120 participants. The Bunbury participant group currently consists of three females (60 per cent) and two males (40 per cent). The youngest participant is 12 years old and the oldest is 14 years old, with a median age of 14 years among participants. Most participants (80 per cent) are non-Indigenous Australians. As Bunbury was also an early implementation site for Target 120 all current participants due to complete the program in February and March 2020. Bunbury has experienced turnover in staff with the current CYO coming into the position in June 2019.

**Table 2. Current participants at the Bunbury Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

SEX	AGE	ETHNICITY	CONSENT DATE
Male	15 years	Non-Indigenous Australian	February 2019
Male	12 years	Aboriginal	February 2019
Female	15 years	Non-Indigenous Australian	March 2019
Female	13 years	Non-Indigenous Australian	March 2019
Female	14 years	Non-Indigenous Australian	March 2019

## Geraldton

Geraldton is the regional capital of the mid-west of WA and is located on the coast approximately 400km north of Perth. Target 120 launched in Geraldton in October 2019. The DLG is one of the most mature in the state with regular meetings and working groups co-ordinating efforts for the region. The DLG is chaired by the Regional Executive Director (RED) for Communities who is also a well-respected Aboriginal leader in the region. The strength of leadership and existing local governance arrangements has been highly beneficial for Target 120 as it has provided strategic insight and supported positive relationships between local agencies which has been positive for interagency case-coordination efforts. Target 120 does not report directly to the DLG, however delivers services in line with the DLG's overall strategy for the region. Therefore, there is opportunity for the DLG and Target 120 to work closely together in pursuit of similar outcomes for youth in the Community. Figure 6 outlines the governance and delivery structure for Geraldton.



**Figure 6. Target 120 Geraldton governance and delivery structure.**

Currently, the Geraldton site has two CYOs who are located in the local Disability Services Office. This site also has a Project Assistant to support administrative duties associated with the delivery of Target 120. Previously, the Target 120 Principal Project Officer chaired the LIG meeting, but this responsibility has since moved to the Principal CYO. This LIG is usually organised at the same time as the local IOM group meeting. Though the membership of the two groups are similar, they have been operating as two separate meetings, with separate agendas and outcomes. These two groups working alongside each other has proven to be beneficial. The arrangement provides a broader knowledge of the local issues and pressures affecting juvenile offending, supports tailored case management for both Target 120 clients and clients of the IOM, and also provides an opportunity for co-learning and continuous improvement for members.

The presence of an additional staff member to provide administration support to the CYOs has been acknowledged as largely beneficial to the delivery of the program. In addition, the Aboriginality of the two CYOs at this site has been a strength of delivery for Target 120 in Geraldton. The Target 120 project team, together with the CYOs, is currently engaging with service providers in the region to establish a partnership for the delivery of transport and employment related activities for participants and their families.

**Current participants**

There are four participants actively engaging in Target 120 at the Geraldton site. Table 3 outlines the key characteristics of current Geraldton Target 120 participants. The Geraldton participant group currently consists of one female (25 per cent) and three males (75 per cent). The youngest participant is 11 years old and the oldest is 14 years old, with a median age of 13.5 years among participants. All participants are Aboriginal young people.

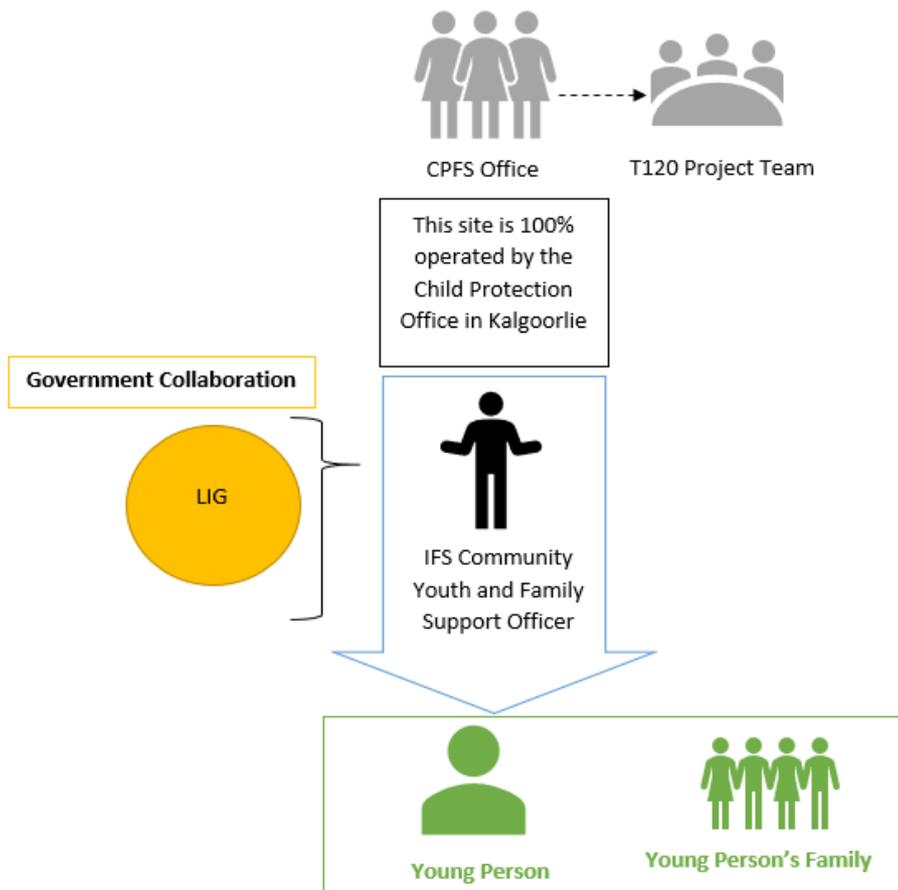
**Table 3. Current participants at the Geraldton Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

<b>SEX</b>	<b>AGE</b>	<b>ETHNICITY</b>	<b>CONSENT DATE</b>
Female	14 years	Aboriginal	November 2019
Male	13 years	Aboriginal	November 2019
Male	14 years	Aboriginal	November 2019
Male	11 years	Aboriginal	December 2019

### **Kalgoorlie**

Kalgoorlie is a landlocked city approximately 600km east of Perth in the Goldfields region. Like the Target 120 site at Armadale, the Kalgoorlie site operates within the child protection portfolio and is based at the Kalgoorlie-Boulder Local District Office. However, the governance and delivery structures at this site are unique for Target 120. Figure 7 outlines the structures in place for the Kalgoorlie Target 12 site.

Staff at Kalgoorlie also deliver the Early Intervention Family Support (EIFS) service in the region. This service provides intensive support for families vulnerable to their children entering out-of-home care. As the EIFS approach was well established in the region, Target 120 in Kalgoorlie follows this model and is delivered by the EIFS team. As a result, there is close supervision provided by the Child Protection Team Leaders who oversee local case management and co-ordination. In addition, the CYO working from the Kalgoorlie site has significant experience in case management and working within the local community. Administration duties associated with Target 120 are undertaken by a Youth and Family Support Worker and a Child Protection Administration Officer who also supports the Intensive Family Support team.



**Figure 7. Kalgoorlie Target 120 governance and delivery structure.**

This region has a local DLG that is currently in the process of developing its strategic direction for the region. Consequently Target 120 does not have a strong strategic relationship with the group. Currently, T120 provides updates to the DLG as part of the program’s stakeholder engagement strategy.

**Current participants**

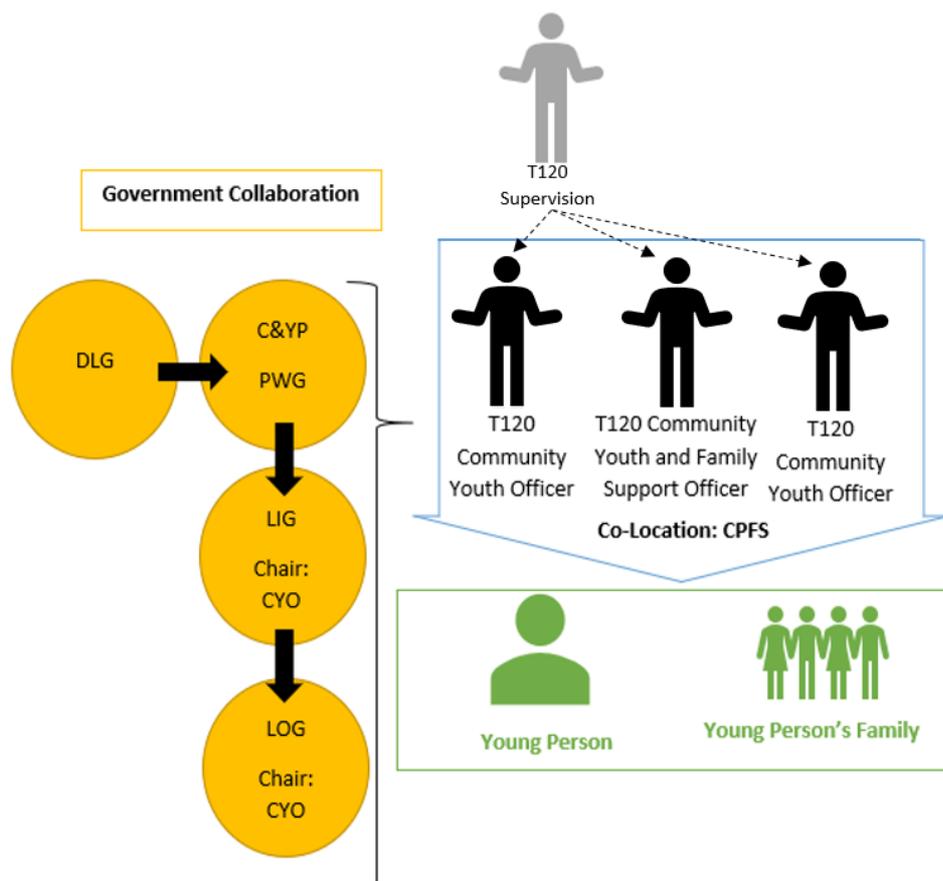
There are seven participants actively engaging in Target 120 at the Geraldton site. Table 4 outlines the key characteristics of current Kalgoorlie Target 120 participants. The Kalgoorlie participant group currently consists of one female (14 per cent) and six males (86 per cent). The youngest participant is 11 years old and the oldest is 15 years old, with a median age of 14 years among participants. All participants are Aboriginal young people.

**Table 4. Current participants at the Kalgoorlie Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

SEX	AGE	ETHNICITY	CONSENT DATE
Male	13 years	Aboriginal	June 2019
Male	14 years	Aboriginal	June 2019
Male	11 years	Aboriginal	June 2019
Female	14 years	Aboriginal	June 2019
Male	15 years	Aboriginal	September 2019
Male	12 years	Aboriginal	November 2019
Male	14 years	Aboriginal	December 2019

## Kununurra

Located in the Kimberley region, Kununurra is over 2,000 km northeast of Perth. The town provides a hub of services for surrounding communities. Given its relatively remote location Kununurra has its own unique social and economic conditions. Target 120 launched the Kununurra site in April 2019 with one CYO who had well established and positive relationships with government, and local NGOs and ACCOs. Figure 8 outlines the governance and delivery structures in place at the Kununurra Target 120 site.



**Figure 8. Kununurra Target 120 governance and delivery structure.**

Kununurra has a well-established DLG with a Children and Young People Priority Working Group that supports Target 120. Select members from this priority working group form the Target 120 LIG for Kununurra. LIG meetings typically occur before the general Priority Working Group Meeting. The CYO also chairs a Local Operation Group (LOG) which engages more frequently to discuss and co-ordinate joint case management approaches for Target 120 participants. This meeting occurs after the monthly Young People at Risk meeting held in the region. In this way, Target 120 is embedded into the local community governance.

In addition to the CYO, this site also operates with a Community Youth and Family Support Officer and a Community Youth Officer who both have strong local connections and knowledge. This diverse set of skills and knowledge is an asset to case management and has been a strength for T120 at this site. The Target 120 staff are co-located with the Intensive Family Support (IFS) team who are part of the child protection portfolio in this area. This enables a positive working relationship to refine case management practices and more closely co-ordinate services where required.

### Current participants

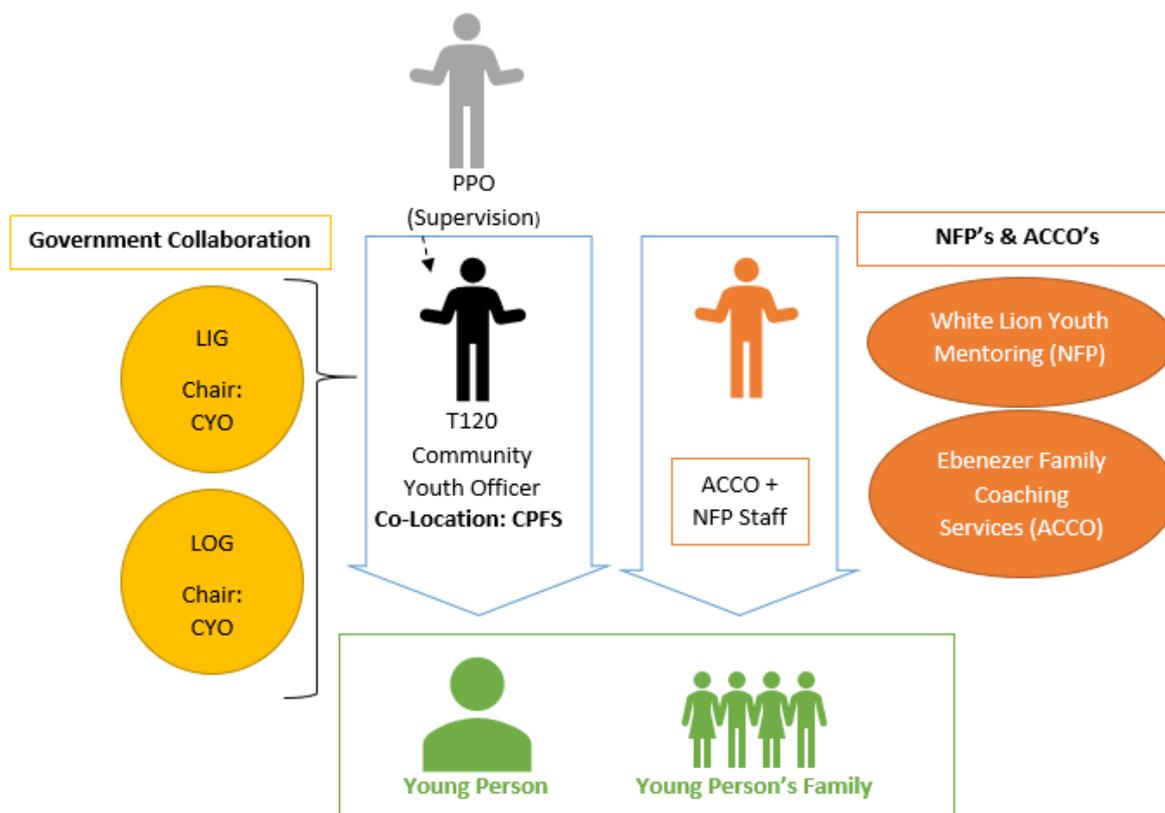
There are three participants actively engaging in Target 120 at the Kununurra site. Table 5. outlines the key characteristics of current Kalgoorlie Target 120 participants. The Kalgoorlie participant group consists exclusively of Aboriginal males ranging in age from 12 to 14 years.

**Table 5. Current participants at the Kununurra Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

SEX	AGE	ETHNICITY	CONSENT DATE
Male	12 years	Aboriginal	May 2019
Male	14 years	Aboriginal	June 2019
Male	13 years	Aboriginal	August 2019

### Mirrabooka

Mirrabooka is a suburb in the north eastern corridor of the Perth metropolitan area. It falls within the boundaries of the City of Stirling and is approximately 11 km from the CBD. This Target 120 site was launched in October 2019 and has one Community Youth Officer (CYO) co-located with IFS at the Milldale Way Office. The CYO at this location has formed good relationships with colleagues at this office and is often supported by members of the Aboriginal Practice Leader (APL) at this location. Figure 9 outlines the governance and delivery structures in place for the Target 120 Mirrabooka site.



**Figure 9. Target 120 Mirrabooka governance and delivery structure.**

The CYO chairs the LIG as well as a LOG that meets more frequently to discuss day-to-day operational matters and interagency case co-ordination to best support clients. Mirrabooka has a Human Managers Forum that provides strategic oversight for the wider area; however, Target 120 is not closely linked with this group. Mirrabooka also has an IOM group and the Target 120 site runs similarly to Geraldton in this regard with LIG meetings generally held just prior to the IOM group meeting. The Mirrabooka Target 120 site has engaged the services of White Lion Youth Mentoring Services and Ebenezer Family Coaching Services to support the goals of the participants and their families. These local ACCOs are well placed to provide tailored services to the Target 120 participants in this site.

### Current participants

There are five participants actively engaging in Target 120 at the Mirrabooka site. Table 6 outlines the key characteristics of current Mirrabooka Target 120 participants. The Mirrabooka participant group currently consists of one female (20 per cent) and four males (80 per cent). The youngest participant is 10 years old and the oldest is 14 years old, with a median age of 13 years among participants. Most participants are Aboriginal young people with one participant of African ethnicity.

**Table 6. Current participants at the Mirrabooka Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

SEX	AGE	ETHNICITY	CONSENT DATE
Female	14 years	Aboriginal	November 2019
Male	13 years	Aboriginal	November 2019
Male	10 years	Aboriginal	November 2019
Male	14 years	African	November 2019
Male	13 years	Aboriginal	November 2019

### Rockingham

Rockingham is a city and primary centre approximately 50km south of the Perth CBD. The Rockingham Target 120 site is the most recent to become active with a single CYO being co-located with Justice at since December 2019. The Rockingham site has a LIG chaired by the CYO and like other sites that have a IOM group, the LIG meetings regularly follow the IOM meetings. The Rockingham site also has a LOG which meets more frequently to support coordinated case management of Target 120 participants.

As there is no ACCO in the location, the CYO has worked to identify potential outreach opportunities for an ACCO to support Target 120 participants through the work the organisation could do through outreach. Figure 10 details the governance and delivery structures in place at the Rockingham Target 120 site.

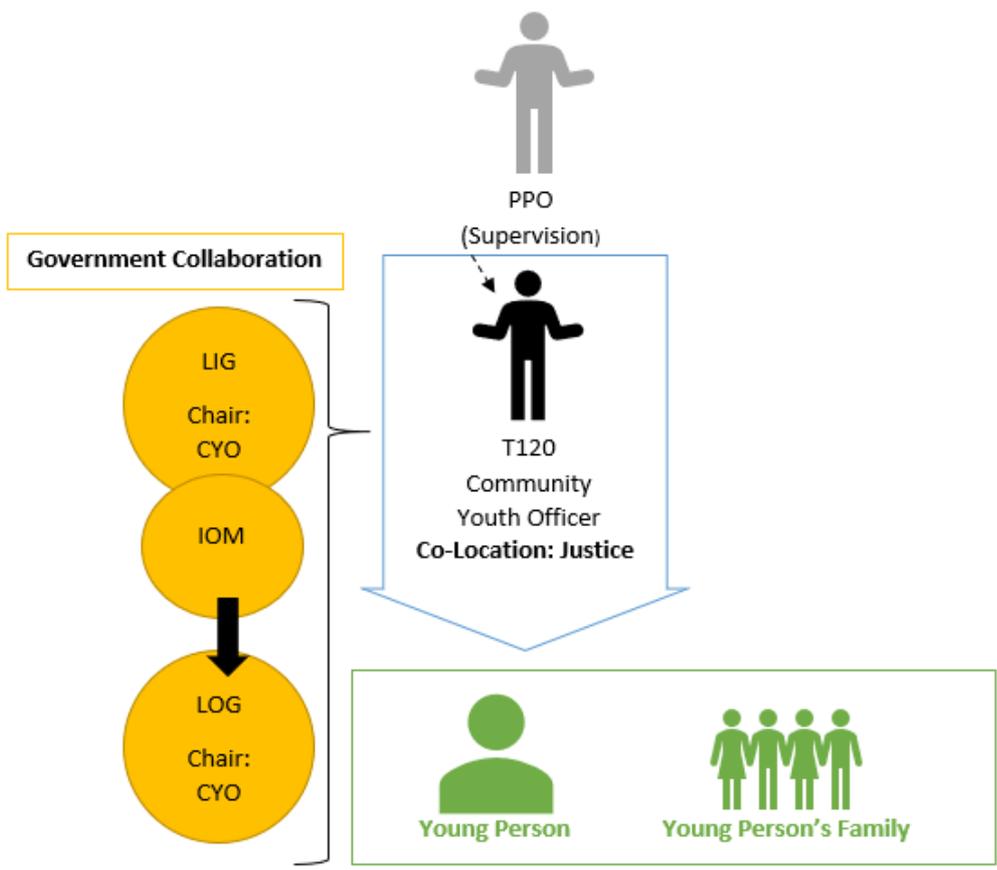


Figure 10. Target 120 Rockingham governance and delivery structure.

**Participants**

As Rockingham was the most recent site to become active, at the time of writing there was only a single participant who had consented to Target 120. Their details are included in Table X.X below.

**Table 7. Participants at the Rockingham Target 120 site as at 1 January 2020.** Data Source: Target 120 weekly reporting.

SEX	AGE	ETHNICITY	CONSENT DATE
Male	12 years	Aboriginal	December 2019

## **METHODOLOGY**

The evaluation of Target 120 will happen in a staged approach, with the current formative evaluation to be followed by a future summative evaluation intended to provide further information on the outcomes achieved by Target 120. As such, this report focuses on the processes involved in the implementation of Target 120, to understand the factors that have influenced project delivery to date. This type of process evaluation is valuable to identifying and monitoring the components of a complex intervention like Target 120 which requires engagement and investment from multiple stakeholders to deliver.

### **Mixed-methods approach**

This report contributes to a process evaluation of Target 120 as part of the wider ongoing evaluation of the program. The process evaluation addresses how the program has been implemented to date while acknowledging that at the time of writing, four of the 11 Target 120 sites were not yet active, and no participants had been in the program long enough to reach completion. The report provides insight into the appropriateness of the model and improvements that have been made to support delivery and identifies opportunities for enhancing the delivery of Target 120 moving forward. The current evaluation aims to address five key questions outlined in the evaluation plan developed in collaboration with the WA Department of Treasury through a mixed-method evaluation approach:

- To what extent is T120 being implemented as intended?
- Are there differences in service delivery approaches between sites and if so, what are the consequences of this?
- How effective are participant selection and consent processes?
- To what extent are young people and families engaging in T120?
- How well are government and non-government service providers working together?

To answer these questions, several methods of data collection were used. A documentation review of key program-related documents was undertaken. Qualitative data were collected through focus groups with the Target 120 project team responsible for implementing the program, and the current CYOs who deliver Target 120 to young people and families in the community. Semi-structured interviews were conducted with individual project team members to more deeply investigate issues relevant to the process evaluation. Online surveys delivered through Survey Monkey gathered additional information from the CYOs as well as feedback from LIG members about the interagency collaboration intrinsic to the Target 120 model.

### **Source document review**

Data have been collected from a variety of Target 120 related sources. Sources include the Target 120 business case, management plan, evaluation plan, and an array of associated documentation such as meeting minutes and regular reporting, and available case notes. However, it should be noted that there have been difficulties with both finding and accessing comprehensive documentation to assist the evaluation of Target 120. Information has existed on multiple document management and email systems, primarily as a legacy of the MOG transition that has taken place at the same time as implementation of Target 120. It is difficult to determine if documentation is missing because it cannot be found, or if it is missing because it does not exist.

## Focus groups and interviews

The process evaluation has relied heavily on qualitative data collected from Target 120 stakeholders. This data was collected through focus groups and individual interviews with Communities staff responsible for the implementation of the Target 120 program and the Community Youth Officers, and associated staff, responsible for delivering Target 120 to young people and their families at each location. Data collection was conducted by specialist staff within Communities. Table 8 summarises the qualitative data collection for the process evaluation. Focus groups and interviews were semi-structured and covered a prescribed series of questions in line with the Target 120 evaluation plan (see Appendix B).

**Table 8. Summary of qualitative data collection.** Source: Target 120 Evaluation.

Collection method	Participants	Approximate duration	Facilitator	Scribe
Project Team focus group	3 x Project Team members 1 x Governance Officer	2 hours	Principal Research and Evaluation Analyst	Senior Project Officer
Community Youth Officer focus group	11 x Community Youth Officers 1 x youth mentor 2 x associated team members	2 hours	Principal Research and Evaluation Analyst	Principal Research and Evaluation Analyst
Individual interviews	4 x Project Team members 1 x Governance Officer	Between 1.5 and 2 hours	Principal Research and Evaluation Analyst	Senior Project Officer

In addition to the notes taken by the facilitator, a scribe also observed the discussions and took detailed notes. Following each focus group or interview the facilitator and the scribe went through their notes together to check for consistency in interpretation of what was discussed and how the discussion was understood. These notes were then used as the basis of a content analysis that identified the issues and achievements that had consistently emerged from the focus groups and interviews. As the interview script was largely determined by the Target 120 evaluation plan and specifically covered pre-established questions, results were mapped to the five overarching themes provided by the evaluation framework and are discussed at length in the findings and recommendations.

Supporting anonymity and confidentiality of information provided by (and among) CYOs and associated staff at the CYO focus group was important. To allow participants to feel safe and able to speak openly and honestly about how they had experienced Target 120, the same person facilitated and took notes on the discussion with no additional staff present at this focus group. The Manager from Kalgoorlie was also excluded to limit the potential for influencing the contribution of their subordinates to the conversation. The focus group was conducted in December 2019 when the CYOs were in Perth for two days of professional development. Individual interviews with Target 120 project team members were conducted during January 2020.

## Online surveys

Qualitative data collected through interviews and focus groups can be both detailed and comprehensive in terms of the richness of the information it is able to provide. However, this type of data collection can also be time consuming and expensive to do well. Furthermore, it is not always practical to engage these methods in instances where information is sought from large numbers of geographically dispersed stakeholders. Online surveys that collect both quantitative and qualitative information from respondents can be particularly useful in this situation. Two online surveys, the T120 CYO Feedback Survey and the T120 Interagency Partnership Survey have been used to collect information not easily gathered through interview techniques with Target 120 delivery staff and interagency partners. These surveys attempt to create a baseline against which to measure change over time.

### T120 CYO Feedback Survey

The CYO Feedback Survey was supplemental to the focus group conducted with the CYOs. The survey was developed to further investigate issues and achievements that were discussed during the CYO focus group and try to more accurately quantify the number of CYOs who shared similar opinions on the implementation of Target 120. The survey covered five main topics: selecting participants; getting consent from families; delivering the Target 120 model; collaborating with other agencies; and general feedback about the program (see Appendix C). The survey also asked open-ended questions to allow respondents to provide further explanatory or descriptive information. Data collection using the T120 CYO Feedback Survey occurred in January and early February 2020. There were ten complete responses to the survey and two incomplete responses, covering all the seven active Target 120 sites. At the time that the survey was completed in February 2020, four out of the seven active Target 120 sites had a CYO who had been in place for less than six months meaning that several CYOs were relatively new to the program. Aggregated results for the survey are reported to protect the anonymity of the respondents.

### T120 Interagency Partnership Survey

This survey was based on the Vic Health partnerships analysis tool which was originally developed as a resource for establishing, developing and maintaining partnerships for health promotion.<sup>16</sup> The tool is useful for organisations working in partnership to assess, monitor and maximise ongoing effectiveness and acknowledges that in order to be successful, partnerships must have a clear purpose, add value to the work of partners, and be carefully planned and monitored (see Appendix E). As this was the first time that the survey was used for Target 120 it was intended to provide a baseline indication of where the program currently sits regarding interagency collaboration. There were 23 complete responses and seven incomplete responses representing interagency groups at all seven Target 120 sites. As the survey link had been provided to 76 LIG members across all Target 120 sites this indicates a completed response rate of 30.3 per cent, which is standard for survey-based data collection methods.

As four of the seven Target 120 sites had only been active for around four months, several of the LIGs were very new at the time of the survey. While it would have been ideal to include feedback from all members of the LIGs, the T120 Interagency Partnership Survey was voluntary and anonymous. It should be noted that several LIG members were on leave at the time the survey was administered so this level of response is likely to be reflective of both the newness of the LIGs and the timing of the survey. Evaluation engagement with these groups should improve as the delivery of Target 120 progresses. Data collection using the T120 Interagency Partnership Survey occurred in early February 2020. Aggregated results for the survey are reported due to the number of respondents from each Target 120 pilot site.

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<sup>16</sup> Vic Health (2011), *The partnerships analysis tool*, Victorian Health Promotion Foundation, Melbourne.

## EVALUATION FINDINGS

A process evaluation describes a program's activities and procedures to provide early feedback on whether the program is being implemented as intended; what barriers have been encountered; and what changes are needed. This type of evaluation is especially relevant in community engagement and behaviour change strategies like Target 120, as interventions are often complex and require careful monitoring to respond to emerging priorities and unexpected issues. This has certainly been evident throughout the implementation of Target 120 to date and has resulted in noteworthy improvements to how the pilot is currently being delivered.

The current process evaluation has revealed several issues identified by stakeholders as well as the achievements and strengths of the program, and opportunities for further improvement moving forward. As Target 120 has been rolled out in a staged process some stakeholders, such as CYOs and delivery staff or LIG members, will be at different stages in the maturity of the Target 120 pilot at their location. This will likely be reflected in the information they have provided. As the evaluation has been largely directed by the Target 120 Evaluation Plan, the results presented here are those which most usefully address the pre-determined questions included in the plan. Further results are available in Appendices D and F. Additional key themes that emerged through the collection of qualitative and quantitative data are addressed in the lessons learned section.

### **Question 1 – To what extent is T120 being implemented as intended?**

Implementation of Target 120 has been highly reactive in the wake of machinery of government (MOG) changes. However, the current Target 120 project team is working diligently to deliver Target 120 in a meaningful and responsive way. Several additions and revisions have been made to the delivery model to improve delivery to young people and their families. The place-based focus of Target 120 and the high level of variability in the delivery components at each site will inevitably mean that the program continues to look very different at each location. To mitigate the risk of Target 120 becoming 11 separate interventions working independently of each other, there are components of the delivery model that directly support the intended outcomes of the program and which have been facilitated by the current project team. These improvements serve several purposes, including increasing the consistency of activities across the program and ensuring that they are based in evidence; supporting CYOs in the delivery of the program and its associated activities; and improving data collection to demonstrate the impacts that the program has for participants. Several factors have contributed to the implementation of Target 120 to date.

*The initial project budget was unrealistic to implement the project*

The T120 business case included funding for CYO positions and a Project Manager with additional support from existing Communities resources. Additional staffing has been required to implement Target 120 than originally identified in the business case. At present the Target 120 project team includes a Project Manager (L8); three Principal Project Officers (L7); and a Project Officer (L5). Further support has been provided by the Manager Project Controls (L8) and the Principal Research and Evaluation Analyst (in place of the L6 Senior Evaluation Officer and L5 Data Analyst). This reflects a substantial level of FTE for a time-limited project of this nature, in addition to the CYO's who are all employed in L6 positions. The work of getting Target 120 off the ground since October 2018 has required extensive preparation of documentation; engagement of stakeholders and potential participants; recruitment, on-boarding and training of delivery staff; and substantial site preparation. Reviewing the localised Target 120 delivery models (see pages 13 through 23) has also revealed employment of additional staff at several of the Target 120 locations (e.g. Kalgoorlie, Kununurra, Geraldton) to support the place-based implementation of the project.

The initial proposal for Target 120 was based on a high level of co-location and resource sharing which has not necessarily eventuated. This is not to say that resource sharing has been absent from Target 120 and several CYOs acknowledged the support that they have received from partner agencies. However, resource sharing has been inconsistent across sites and several sites have required the purchase of resources such as computers and car hire when these have not been able to be sourced through established connections and partnerships. Similarly, the initial intention of Target 120 to utilise existing staff within Communities has also not translated and instead external recruitment has been crucial to getting Target 120 off the ground. As a result, Target 120 has required a significant investment in FTE and resourcing to implement and deliver the project. While it is typical for new program to require a high level of investment while the program is being established, the level of FTE associated with Target 120 is unlikely to be sustainable in the long-term. This issue was openly acknowledged in the interviews with the Target 120 project team who were keen to see Target 120 achieve a level of independence that would allow it to settle into a sustainable site-based model.

*Turnover in Target 120 staff has had ongoing repercussions for the implementation of the pilot*

Target 120 has progressed under the direction of multiple project staff following the 2017 Machinery of Government (MOG) changes that brought together the Department of Child Protection and Family Support, Department of Housing, Disability Services Commission and parts of the Department of Local Government and Communities. Youth Justice had originally existed under the Department of Corrective Services which merged with the Department of the Attorney General through the same MOG process to become the Department of Justice. Changes in key staff positions, coupled with other staff movements in both implementation and delivery positions over the course of Target 120's development and implementation have meant that the program has inevitably been affected by a disruption to the continuity of knowledge that accompanies staff turnover. Loss of corporate knowledge has long been recognised as one of the most significant consequences of employee turnover.<sup>17</sup> This appears to be particularly influential in time-limited projects such as Target 120 and was also brought up in the T120 Interagency Partnership Survey comments by a LIG member:

“The continuous turnover of T120 staff has had a significant negative impact for the participants and the partnership.”

At the time of writing, the current iteration of the Target 120 project team was relatively new with team positions having been filled for less than six months. The one exception was the Project Manager who had been in place since October 2018. In addition, the Kununurra Target 120 site had just lost their original CYO to a local position with Youth Justice and had a new CYO taking the reins. The Armadale Target 120 site also had a new CYO newly in place following the resignation of the previous CYO in September 2019 who had identified a conflict of interest and stepped aside despite a preference to have stayed in the role. Target 120 Bunbury had also experienced staff turnover during the first year of implementation. The level of staff turnover associated with Target 120 to date is not unusual within government programs which tend to rely heavily on contract workers, nor is it unusual for projects implemented in regional areas of WA where staff movement is also common. Considering this, the importance of documentation to support the easy exchange of information between old and new staff is not to be underestimated. However, several stakeholders coming into Target 120 as the sites began to be rolled out in October 2018 acknowledged the struggle in locating information to identify the work that had already been done, and documentation that readily clarifying the roles and responsibilities within the program. The introduction of CMS, to be used in conjunction with Communities' document management system Objective, should support improved information management moving forward.

*Implementation of Target 120 has been reactive rather than proactive*

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<sup>17</sup> Beazley, H. Boenisch, J. & Harden, J. (2002). *Continuity Management: Preserving Corporate Knowledge and Productivity When Employees Leave*. John Wiley & Sons. ISBN: 978-0-471-21906-4.

The reactive nature of Target 120 was brought up in both focus groups as well as in interviews, with stakeholders highlighting the constant changes in direction that have accompanied the implementation of Target 120 to date. Some of these have stemmed from a lack of clarity about the nature of Target 120 while others have been responses to the need to improve program delivery. A key component missing from the Target 120 documentation appears to be a detailed project plan describing the intended intervention, in the context of an up to date evidence base informed by high quality research and practical experience, together with an expanded program logic or theory of change.

A plan of this nature allows for the early identification of any potential issues with the intervention, especially when informed by those who have delivered similar programs in regional areas, those who have worked with at-risk youth, and those who have supported Aboriginal and culturally and linguistically diverse (CALD) families. It also provides a point of reference or a 'single source of truth' for the delivery model which lies at the foundation of Target 120, including intended activities. This plan could have then provided a clear foundation for project-related documents such as governance, management/implementation, communication and evaluation plans and associated policies and procedures, outlining the intended execution of the program. These are adaptable documents liable to change in response to emerging issues. A project plan would have also clearly defined the scope, limitations and intent of the project which would have helped to establish expectations of stakeholders from the outset.

A considerable amount of time and effort appears to have gone into the participant selection process including accessing data, determining suitable selection criteria, and the steps to be taken to get consent (all of which are detailed in project documentation). Similarly, the opportunity for creating a Social Investment Data Resource (SIDR) was recognised early in the development of Target 120. The same level of attention does not appear to have gone into what exactly would be done once young people and their families had been recruited to the program. A clearer understanding of what exactly constitutes 'intensive and individualised case management support for young people and the family', how it could be best delivered, how it might differ for each Target 120 site, and how it was supported by research and/or informed by relevant expertise to produce the intended outcomes over the 12 months of the Target 120 program could have been developed and explained further in the project plan. This was a noticeable gap when sites began to be rolled out in October 2018.

As the program commenced, activities were initiated to reflect the intentions of the business case. Subsequent documentation, such as a project management/implementation plan and policies and procedures, have since been drafted but this has largely occurred after implementation had already commenced and participants had been recruited, rather than as key components of the program's initial development and planning. Producing these documents has been a key achievement of the current Target 120 project team, especially in the context of the time limitations, staff turnover, and pressures associated with an election commitment that the team has faced. However, as Target 120 has progressed, documents have not received the time and level of review and revision that they require. For example, the Target 120 CYO Policies and Procedures document was identified through review by Communities staff as needing significant revision. This revision has not occurred due to lack of capacity. As Target 120 will soon reach the halfway mark of the project cycle, revision of such documentation may not be the best use of resources.

Engaging participants prior to the finalisation of program implementation has led to Target 120 being highly reactive to the needs of the day. This has had ongoing repercussions for program delivery and has also contributed to missing data for several participants as data collection tools have been altered, developed or added after young people have commenced the program. It was the intention of this evaluation to report on engagement metrics such as number and types of referrals, and hours of contact that participants have with CYOs and service providers. However, as the CMS is yet to be finalised and retrospective data entry is yet to be completed this information is unavailable. CMS will prove highly beneficial for those sites which become active after the system has been implemented. The push to engage participants has also required a level of retrofitting of activities, policies and

procedures to the program after implementation had already begun. Unfortunately, there is a limit to how effective ‘retrofitting’ a program can be. Furthermore, the urgency to implement and get participants on board without the necessary structures in place has also resulted in a missed opportunity for genuine co-design.

*There are further opportunities for improvement*

Several results provide insight into areas where further improvements can be made to support the delivery of Target 120 moving forward. Table 9 includes results from the T120 CYO Feedback Survey and provides insight in to how CYOs are currently faring with implementing the Target 120 delivery model. Responses indicate that nearly half (45 per cent) have not used to YLS/CMI or developed an Individual Support Plan. These should be completed within the first month of a young person joining Target 120. The CYRM should be completed when a young person joins the Target 120 program and repeated every three months, yet 73 per cent of respondents reported not having used the tool with participants. The Integrated Services Plan has only been developed by 36 per cent of respondents.

**Table 9. Use of key Target 120 delivery model components with participants.** Source: T120 CYO Feedback Survey, February 2020.

T120 delivery model component	Yes, with all clients (%)	Yes, with some clients (%)	No, I haven’t used it (%)
YLS/CMI	18	36	45
Individual Support Plan	9	45	45
CYRM	0	27	73
Integrated Service Plan	9	27	64

On first inspection, these findings would indicate potential problems with the Target 120 delivery model. However, respondents identified concerns with only the CYRM. Table 10 shows that half of respondents disagreed or strongly disagreed with the statement that the CYRM is useful for monitoring resilience in T120 participants, which is the main aim of including the tool. In general, respondents reflected positively on each of the other key components to the Target 120 delivery model.

**Table 10. Perspectives on the usefulness of Target 120 delivery model components.** Source: T120 CYO Feedback Survey, February 2020.

T120 CYO Feedback Survey statement	Agree/strongly agree (%)	Neither agree nor disagree (%)	Disagree/strongly disagree (%)
The YLS/CMI is useful in identifying relevant risks that participants need to address.	89	11	0
The Individual Support Plan provides a clear guide for how I can support participants to achieve their goals.	70	30	0
The CYRM is useful for monitoring resilience in T120 participants.	25	25	50
The Integrated Services Plan helps to identify service needs for participant families.	88	12	0

These results are supported by the focus group discussion which highlighted the extent to which CYOs were struggling to engage young people using the CYRM. Attempts to use the CYRM were largely unsuccessful with participants often disinterested in completing the measure. The focus group discussion also included the suggestion from CYOs that alternative measures, such as the surveys delivered through Viewpoint, would likely be more useful for engaging young people and measuring resilience. This was further addressed by comments made in the CYO Feedback Survey:

“Most young people (teenagers) who have completed the CYRM with me have stated it is ‘childish’”.

That so few YLS/CMI and Individual Support Plans have been completed and/or documented is a concern. These components of the Target 120 delivery model are based on best practice for addressing offending behaviours and, based on CYO feedback, appear to be genuinely useful to delivering Target 120 to young people and their families. The role of the Integrated Service Plan becomes increasingly important for the holistic and collaborative intentions of Target 120 in improving interagency interactions in support of young people and families.

**Table 11. Perspectives on completing Target 120 delivery model components.** Source: T120 CYO Feedback Survey, February 2020.

T120 CYO Feedback Survey statement	Agree/strongly agree (%)	Neither agree nor disagree (%)	Disagree/strongly disagree (%)
Completing the required components of the T120 model for participants is a complicated process.	64	27	9
Completing the required components of the T120 model for participants is a time-consuming process.	91	9	0

Table 11 indicates that most current CYOs have found completing these components of the delivery model complicated (64 per cent) and time-consuming (91 per cent). This is understandable considering that most CYOs do not have previous case management experience and are learning how to complete the YLS/CMI, Individual Support Plan, Integrated Service Plan and CYRM for the first time, in addition to supporting young people and families. As respondents noted in the T120 CYO Feedback Survey:

“The amount of reporting, case management etc. can be time consuming.”

“Building rapport takes time, introducing these components needs to be done at the right time. A lot of ‘paperwork’ can be a barrier for some families.”

CYOs are required to walk a fine line between fostering their relationships with young people and families and ensuring that such key program-related activities are completed and documented in a timely manner. This is necessary to ensure that Target 120 is being implemented as intended and that there is a level of consistency in what each participant and family is receiving from the CYO and the local agencies they are engaging with.

### Recommendations for implementation of Target 120

- To provide a solid foundation for sustainability into the future, ongoing planning for Target 120 should aim to address the significant amount of funding required for project related staffing.
- CMS should be prioritised as a single location for project-related data collection, supported by Communities’ approved document management system (Objective) should take precedence over the legacy locations inherited from the MOG changes.
- Target 120 documentation should be reviewed and revised to the extent that it will serve the project moving forward (noting that Target 120 is rapidly approaching the halfway mark).
- Project-related documentation, such as project management, governance and communication plans and their associated policies and procedures, should be recorded, regularly reviewed, and easily accessible through a consistent document management system.
- An alternative measure for the CYRM should be sought to more appropriately monitor changes in resilience for participants.

- Support should be provided to ensure that CYOs are aware of the expectations of the Target 120 delivery model and are able to implement and document the necessary components at the appropriate times.

**Question 2 – Are there differences in service delivery approaches between sites and if so, what are the consequences of this?**

Place-based refers to a general planning approach that emphasises and prioritises the characteristics and meanings that are particular to a place. In the context of supporting local communities, a place-based approach aims to address complex problems by focusing on the social and physical environment of a community and on better integrated and more accessible service systems, rather than focusing solely on the problems face by individuals.<sup>18</sup> Through this lens, Target 120 aims to improve service integration through coordinated and collaborative interactions between numerous government agencies as well as relevant local NGOs and ACCOs in support of young people and their families. Service delivery approaches vary between Target 120 sites and aim to be responsive to local needs and priorities. There are multiple factors that have contributed to, and will continue to contribute to, the highly variable nature of Target 120 delivery across active sites.

*CYOs are not necessarily experienced in case management and coordination*

Target 120 was always intended to provide intensive and individualised case management support for young people and their families. However, a lack of clarity around what this encompasses has directly affected decision-making around who is involved in delivering Target 120 to community. In two locations, Armadale and Kalgoorlie, delivery of Target 120 has sat with CPFS staff who have their own line management and support structures. In the remaining locations CYOs have been recruited to positions within Communities and are therefore line managed by the Target 120 project team.

The local standing of CYOs and their ability to build relationships with families was repeatedly identified as a strength of the program by stakeholders, even though several CYOs had been in place for a less than six months at the time of writing. Recruitment has reflected the cultural fit necessary to deliver Target 120 to a population overrepresented by Aboriginal males, and the presence of Aboriginal staff at most Target 120 sites has been reflected in the level of voluntary engagement with Aboriginal young people and families. The location models previously presented in this report describe the level of variation in delivering Target 120 and the additional staff and organisations involved at each active site, including ACCOs and local Aboriginal mentors.

CYOs are working with young people in complex situations that regularly involve family and domestic violence, homelessness, sexual assault, substance use, self-harm and suicide. They are also dealing with a large proportion of Aboriginal young people and families with all the complexities that accompany being Aboriginal, including intergenerational trauma. Suitable training needs to be implemented to ensure that all people filling the role of CYO have the skills to identify and appropriately manage the issues that are likely to arise in the young people they support. This need has been directly identified through discussion with CYOs as well as survey feedback:

“More training needs to be completed before CYOs commence working with a candidate, e.g. trauma in children.”

Table 12 indicates that nearly half (45 per cent) of CYOs feel they have been able to complete the required components of the Target 120 model for their participants at the intended time points. The same proportion of CYOs (45 per cent) do not believe that the intended caseload of ten young people and families is appropriate. This may be reflected in the small case numbers that have been involved

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<sup>18</sup> Centre for Community Child Health (2011), Policy Brief 23 – Place-based approaches to supporting children and families, The Royal Children’s Hospital, Melbourne.

in target 120 to date. It is also likely to be at least partially explained by the complexity of the cases that CYOs are seeing, together with limited previous experience in case management.

**Table 12. Perspectives on caseload.** Source: T120 CYO Feedback Survey, February 2020.

<b>T120 CYO Feedback Survey statement</b>	<b>Agree/ strongly agree (%)</b>	<b>Neither agree nor disagree (%)</b>	<b>Disagree/ strongly disagree (%)</b>
Ten (10) young people and their families at any one time is an appropriate caseload for a CYO.	36	18	45
I have been able to complete the required components of the T120 model at the intended time points.	45	45	9

Providing consistent workplace training and professional development will assist the CYOs to deliver program activities in line with the requirements of the Target 120 model which, based on previous results, appears to have been largely inconsistent to date. Upskilling CYOs to support suitable case management and associated data capture (client notes, meeting notes, CMS etc.) will also help to ensure that evidence is being collected to help determine what CYOs are providing that is working well. This is particularly important considering the lack of clarity around what was intended to be delivered.

CYOs and other delivery staff have been expected to work in collaboration with the Target 120 project team to develop their skills and receive appropriate training to implement YLS/CMI, develop the Individual Support and Integrated Services Plans, and use the CMS for collecting information about their activities and interactions with potential and active program participants. There are currently two Level 7 Principal Project Officers with experience in youth justice and CPFS case management, respectively. These positions, although based in Perth, have worked extensively at Target 120 sites across WA to provide intensive one-on-one education and support around Target 120 components. A third Principal Project Officer has also worked with CYOs to streamline the candidate selection process, help with case related data collection, and provide training in working with CMS. It is the intention that, as Level 6 positions, CYOs will quickly gain the necessary independence to be able to self-sufficiently manage and deliver Target 120 at each site. For the time being, the intensive support provided by the Target 120 project team has aimed to support the continuous improvement of the program through facilitating improvements and consistency in the delivery model, as well as to promote data collection best practice in a way that is relevant, meaningful, and sustainable for CYOs and other staff. Further training and skill development will continue to encourage this.

*The intervention being provided to young people and their families can be highly variable*

Target 120 is different at each location in which the program is being delivered. In addition to the variation in CYO experience, differences also exist in the number of CYOs at each site, the inclusion of support staff, the engagement of mentors, involvement of ACCOs, access to resources, and the types of activities that are available to Target 120 participants. While some of these disparities are a result of the location-based intent of the project and should be supported, it also needs to be acknowledged that this level of variation they will likely make it difficult to decipher which elements of Target 120 are responsible for collective changes over time.

CYOs commented on the high level of changeability and inconsistency they experienced in delivering Target 120. For example, over the 11 months that Target 120 had been active, document management had included SharePoint and Objective and was now starting to include CMS; the CYRM had been introduced to be used every three months; reporting requirements between CYOs and Communities had undergone multiple changes at the request of other stakeholders seeking project-related data; and some sites were allowing recruitment of Intensive Family Support clients while other sites were not. Several CYOs reported that it often made it difficult to know what was

expected of them as this seemed to be constantly changing and was often different for different sites. In addition, training for YLS/CMI was dependent on the Justice training schedule as this type of training was not available within Communities.

These issues make the delivery and timing of the key components of the Target 120 model, such as the YLS/CMI, the Individual Support Plan, and the Integrated Services Plan even more important to the fidelity of the program. It also means that what is being done at each site needs to be well documented to allow for those activities that prove to be particularly worthwhile to be identified. The introduction of CMS aims to be a significant improvement to facilitate effective, efficient and appropriate case management.

CYOs also discussed concerns surrounding the amount of data capture that was expected of them. In addition to the key components of the Target 120 model, CYOs are expected to maintain case notes of their interactions with young people and their families including recording successful and unsuccessful attempts at contacting potential and active participants. This has been facilitated through the recent introduction of CMS. However, as CMS is a web-based product that requires computer access, it was noted that access to mobile tablet devices or similar resources would help CYOs document activities in real-time from the field or shortly after engaging with participants. The introduction of mobile computer devices would also serve to support data access through CMS in addition to data entry. YLS/CMI has also moved from a paper-based to an online form. At present, participant case notes and related documents are dispersed between hard copy notes, Objective documents and CMS entries.

### **Recommendations for differences in service delivery approaches**

- A schedule of trainings to provide CYOs with the skills to be able to support highly vulnerable young people should be developed and implemented. At minimum this should include trauma-informed care; mental health and suicide prevention; and culturally appropriate engagement.
- Education and support should be provided to CYOs to assist in managing workflow; implementing the Target 120 delivery model components; and using CMS for case management and project-related information.
- The introduction of mobile computer devices should be considered to assist CYOs in accessing CMS information; engaging in timely data collection; and delivering computer-based activities in the field.

### **Question 3 – How effective are participant selection and consent processes?**

Participant selection is based on candidates identified through WAPOL data. The regular provision of police contact data by WAPOL means that Target 120 can accurately identify young people who have had recent contact with police and track this information over time. The relationship with WAPOL was highlighted as a strength of Target 120 by project staff who have been appreciative of the responsiveness of WAPOL staff in supporting the selection process. The candidate selection process effectively identifies suitable young people, but numbers have been fewer than anticipated. The proportion who consent is even smaller. Several attempts at improving the participant selection process have been made to date.

*Changes in participant selection criteria to boost numbers have consequences for the 'early intervention' intention of Target 120*

The Target 120 business case identified six families per 'service broker' however the Target 120 evaluation plan identified a case load of ten young people per CYO, per annum. Even with an anticipated loss-to-follow-up representative of a vulnerable population like that targeted by the

program, this was expected to translate to around 300 participants across all the Target 120 sites over the three years of the pilot. These anticipated numbers are highly aspirational and not truly reflective of the time and effort it takes to build rapport with vulnerable young people and families, nor the time and effort it takes to support participants once they are in the program. The Target 120 selection criteria have been reviewed and revised to attempt to meet the targets of the program. Table 13 attempts to capture these changes.

**Table 13. Target 120 selection criteria changes.** Source: Target 120 documentation review.

<b>Evaluation Plan (endorsed April 2019)</b>	<b>Project Management Plan (February 2019)</b>	<b>Current criterion (January 2020)</b>
Between 3 and 15 Police offences	Between 3 and 15 Police offences	At least 3 Police offences
--	An offence in the last 12 months	An offence in the last 6 months
Between the ages of 10 and 14 on entry	Between the ages of 10 and 14 on entry	Between the ages of 10 and 15 <sup>a</sup> on entry
Have had at least one contact with CPFS (case may be currently open or closed)	--	--
Live in a T120 roll-out location	Live in a T120 roll-out location	Live in a T120 roll-out location

<sup>a</sup> There has not been an intentional change to the age criterion, however participant data indicates that young people older than the original age limit have been included in Target 120.

At present, participation in Target 120 requires at least three contacts with police with at least one contact in the previous six months. The original limit of 15 police contacts was based on evidence in the literature and advice from WAPOL as to the point at which intervention is sufficiently early and behaviours are not considered to be prolific offending. WAPOL data is used to identify young people who meet these criteria. These young people are then put before the LIG who can provide further agency-based information regarding the suitability of the potential participants. The LIG then agrees as to which young people and families will be prioritised to be approached by the CYO and offered a place in Target 120. As removing the upper limit increases the likelihood that young people who are progressing to prolific offending have been, or will be, included in the program. This in turn could have consequences for the early intervention intention of Target 120 and will need to be closely monitored as more participants are included at current Target 120 sites and additional Target 120 sites become active.

**Table 14. Perspectives on the participant selection process.** Source: T120 CYO Feedback Survey, February 2020.

<b>T120 CYO Feedback Survey statement (N=12)</b>	<b>Agree/strongly agree (%)</b>	<b>Neither agree nor disagree (%)</b>	<b>Disagree/strongly disagree (%)</b>
The eligibility criteria are appropriate for T120	83	0	17
The young people selected at these meetings are the most suitable participants for T120	67	25	8
The candidate selection process has been effective	67	33	0

Table 14 provides context to the current views of CYOs regarding participant selection processes. Results indicate that most CYOs agree that the eligibility criteria are appropriate (83 per cent), that the people selected at the meeting are the most suitable (67 per cent), and that the candidate selection process is effective (67 per cent).

*Eligibility does not automatically translate to suitability for the program*

Opening the selection criteria to more than 15 contacts means that the definition of early intervention first included with Target 120 no longer exists. As a result, ensuring participants are likely to benefit from a program that is intended to provide early intervention requires professional judgement on behalf of CYOs, Principal Project Officers and LIG members. Target 120 is a time-limited intervention intended to achieve significant behavioural change in only 12 months. To ensure that young people who are being prioritised for the program are those most likely to benefit from participation, LIG meetings are already making choices about the changeability of participants, irrespective of their offending history. In addition, responses to the Interagency Partnership Survey raise an important point:

“The reliance of police data as a referral point may result in some appropriate families not being considered.”

That is, using WAPOL data as a single source of referral into Target 120 might limit the opportunity to involve young people on an exceptionally early offending trajectory who could benefit from this type of program. When the entry point for Target 120 was clearly defined by three to 15 police contacts having a single point of entry made sense. Now that the program has changed this criterion to meet recruitment goals, investigating alternative referral pathways may be worthwhile. Refocusing Target 120 to early intervention and clarifying what a suitable program participant looks like may also help to directly address an issue that was brought up by all the Target 120 project team and several CYOs. Specifically, competing stakeholder priorities have meant that Target 120 has often been viewed as an opportunity for Child Protection to exit and redirect current clients so that their own resources can be used elsewhere, which was not the intention of Target 120.

*The processes of identification, engagement and consent are more involved than first anticipated.*

Once potential participants have been identified, the CYO is able to approach the young person and their family to discuss Target 120. CYOs can only deliver the program once consent has been provided by the young person and their parent or legal guardian. Signing a *Program Participation Consent* and *Consent to Release and Obtain Information* will initiate the program for the young person and their family and will allow information sharing between partner agencies as part of the Service Priority Policy. Table X.X indicates that all current CYOs are comfortable in discussing the program with potential participant families. However, more than half (54 per cent) agree that getting consent from families is complicated and time-consuming.

**Table 15. Perspectives on the participant consent process.** Source: T120 CYO Feedback Survey, February 2020.

<b>T120 CYO Feedback Survey statement (N=11)</b>	<b>Agree/ strongly agree (%)</b>	<b>Neither agree nor disagree (%)</b>	<b>Disagree/ strongly disagree (%)</b>
I can explain what T120 is to families, so they are informed about the program	100	0	0
Getting consent from families is a complicated process	54	9	36
Getting consent from families is a time-consuming process	54	27	18

As Target 120 is a voluntary program, families cannot be compelled to participate. In addition to the 35-young people who were actively involved with Target 120 on 1 January 2020, there were an additional 18 young people who had been approached to participate in the program but who had declined to do so. This indicates that for all young people who are approached, two thirds (66 per cent) consent to participate and a third (34 per cent) decline. Target 120 requires consent from both the young person and their responsible adult. It was highlighted through the qualitative data collection

and supported by comments from the CYO Feedback survey that the consent procedure could be done far more quickly if consent was required only from the responsible adult. This might be particularly beneficial when young people are difficult to locate as the young person could be considered active and project-related activities (YLS/CMI, referrals etc.) could commence immediately.

### Recommendations for selection and consent processes

- CYOs should be supported in developing their professional judgement to ensure that Target 120 continues to recruit appropriate participants and remains a suitably early intervention.
- Consideration should be given to investigating alternative sources of referral into Target 120.
- To streamline the consent process, consideration should be given to classifying the young person as 'active' once parent/guardian consent has been provided.

### Question 4 – To what extent are young people and families engaging in T120?

Empowerment refers to activities intended to increase the degree of autonomy and self-determination in people and communities to enable them to act in their own best interests. The types of activities that CYOs engage in as part of their case management with participants are aimed at empowering young people to take an increased level of responsibility for their behaviour by identifying and committing goals designed to directly address their criminogenic risk. The intention is that young people and their families are actively involved in finding solutions to address their needs. There has been limited data available to date to determine the extent to which young people and their families have been able to do this, however two key findings indicate that this moving in a positive direction.

*CYO's have reported that participants are engaged in the decision-making process, and their families have expressed satisfaction with Target 120.*

Young people and their families participate in the development of the Individual Support Plan that identifies goals to address criminogenic risks in the young person's life. CYOs can suggest activities and strategies to support the goals that the young person identifies, but it is up to the young person, with the support of their family, to complete the actions that will lead to successful completion of, or progress towards, these goals. Table 16 shows that the majority of CYOs (73 per cent) agree that young people and their families have participated in deciding how CYOs can support them. The same proportion of CYOs agree that young people and their families have expressed satisfaction with Target 120.

**Table 16. Perspectives on decision-making.** Source: T120 CYO Feedback Survey, February 2020.

T120 CYO Feedback Survey statement	Agree/ strongly agree (%)	Neither agree nor disagree (%)	Disagree/ strongly disagree (%)
Young people and their families have participated in deciding how I can best support them as part of T120.	73	27	0
Young people and their families have expressed satisfaction with T120.	73	27	0

As young people complete their journey through the Target 120 program, an exit survey will be able to more clearly capture which elements participants and their families have found most useful and which elements of the decision-making process were most empowering.

## Recommendations for engaging young people and families:

- None at present. As numbers of participants increase further information will likely become available on which to base recommendations.

### Question 5 – How well are government and non-government service providers working together?

In providing a 12-month intervention to pilot whether improvements in how government agencies respond to young people through coordinated individualised support and wraparound services for their family, Target 120 demonstrates a fundamental shift from practice as usual. A holistic approach to decreasing offending behaviours requires significant engagement from a variety of interagency stakeholders together with relevant NGOs and ACCOs. Improved coordination of services through high quality interagency collaboration has been a key objective of multiple government funded programs in Western Australia, with mixed results. It will take Target 120 time to establish consistent interagency collaboration and coordination.

Data sources: Qualitative focus groups and interviews with T120 project team and CYOs; T120 CYO Feedback Survey; T120 Interagency Partnership Survey; review of T120 documentation.

#### *Several LIGs are still in their infancy*

Two issues emerged from the stakeholder discussions and the surveys. Firstly, several of the LIGs are still in their infancy and being developed by CYOs who are working to ensure that the most suitable representatives are present at the table. This is not surprising as several CYOs had come on board from August 2019 and LIGs had been actively engaged only once they were in place. Secondly, the purpose of the LIGs regarding Target 120 needs to be more securely embedded to sustain the program moving forward. Most of the successes experienced by Target 120 LIGs to date are largely a reflection of the individuals involved, rather than the result of an ingrained structure supportive of Target 120. Positive outcomes to date have been a result the personalities around the table and their willingness to engage in the processes necessary to deliver Target 120.

Table 18 highlights a high level of inconsistency in how respondents to the T120 Interagency Partnership Survey viewed questions around the role of the LIG. Over a third of respondents (35 per cent) disagreed that the roles, responsibilities and expectations of partners are clearly defined and understood by all partners. This increased to 42 per cent disagreeing with statement that the lines of communication, roles and expectations of partners are clear. This presents an opportunity to clarify for LIG members just what their roles and responsibilities are so that the purpose of the LIGs can be better understood by all partner agencies.

**Table 18. Perspectives on roles, responsibilities and expectations.** Source: T120 Interagency Partnership Survey, February 2020.

<b>T120 Interagency Partnership Survey statement (N=26)</b>	<b>Agree/strongly agree (%)</b>	<b>Not sure (%)</b>	<b>Disagree/strongly disagree (%)</b>
Q14. The roles, responsibilities and expectations of partners are clearly defined and understood by all partners.	34	31	35
Q19. The lines of communication, roles and expectations of partners are clear.	35	23	42

In addition, the time, effort and energy required to establish and maintain a LIG was brought up in discussion with CYOs, the Target 120 project team, and through the T120 Interagency Partnership Survey that went out to LIG members:

“There are not enough human resources currently allocated to this district to case manage a full case load of T120 cases AND maintain/develop an effective Stakeholder group for long term sustainability.”

If the long-term sustainability of the LIG is an expectation of stakeholders, this should be addressed as the LIGs mature across active Target 120 sites.

*Interagency collaboration to prioritise support for families has not always happened.*

The success of Target 120 relies on the willingness of key government and non-government agencies to provide timely access to services for Target 120 participants. While the development of the Priority Services Agreement has been a pivotal feature of Target 120 it is important to note that this policy is not supported by Memoranda of Understanding between partner agencies to prioritise Target 120 participant families. As such the policy does not hold a mandate and is, functionally speaking, a series of recommendations as to how partner agencies should engage with each other in support of Target 120. The intention to prioritise Target 120 participants has not necessarily translated into action on the ground. Several stakeholders discussed the problems associated with having a policy in place without a level of authority or pathway for enforcement behind it. Similarly, the authority that CYOs had in enacting the policy to support the delivery of Target 120 was unclear to CYOs and other stakeholders. At the time of writing this report, there had been two instances where interagency issues had to be escalated because partner agencies were not prioritising Target 120 participant families. Both instances involved government agencies.

**Table 19. Perspectives on interagency partnership.** Source: T120 Interagency Partnership Survey, February 2020.

<b>T120 Interagency Partnership Survey statement (N=26)</b>	<b>Agree/strongly agree (%)</b>	<b>Not sure (%)</b>	<b>Disagree/strongly disagree (%)</b>
Q.20 There is a participatory decision-making system that is accountable, responsive and inclusive.	38	31	31
Q26. Differences in organisational priorities, goals and tasks have been addressed.	27	38	35

Table 19 outlines responses in the T120 Interagency Partnership Survey that indicate potential problems for the functionality of LIGs. Over a third of respondents agreed that there is a participatory decision-making system that is accountable, responsive and inclusive. Just under a third of respondents (31 per cent) disagreed with this statement and another 31 per cent were not sure. The potential for competing priorities among partners was also acknowledged in the T120 Interagency Partnership Survey comments:

“Due to differing core values, each agency can get caught up with just their issues, rather than the priority needs of the juvenile and their families.”

*At present there is room for improved engagement between government and non-government agencies.*

It was interesting that CYOs generally rated similar questions in the CYO Feedback Survey more highly than LIG responses through the T120 Interagency Partnership Survey. For example, Table 20 indicates that, based on the perspectives of CYOs, LIGs generally have a shared understanding of their roles and responsibilities (70 per cent), are providing information to assist the selection process (75 per cent) and are collaborating and communicating as needed to support Target 120 (60 per cent). However, over a third of respondents (40 per cent) disagreed that government and non-

government agencies were working well together. This provides an opportunity to focus on improved relationship building between organisations as Target 120 progresses.

**Table 20. Perspectives on interagency collaboration.** Source: T120 CYO Feedback Survey, February 2020.

<b>T120 CYO Feedback Survey statement (N=10)</b>	<b>Agree/ strongly agree (%)</b>	<b>Neither agree nor disagree (%)</b>	<b>Disagree/ strongly disagree (%)</b>
LIG agencies have a shared understanding of their roles and responsibilities	70	30	0
Government agency stakeholders provide useful information before the LIG meeting to help the selection process (N=11)	75	25	0
The LIG is collaborating and communicating as needed to support T120.	60	30	10
Government and non-government agencies are working well together.	30	30	40

It is important to keep in mind that even though respondents to the T120 Interagency Partnership Survey were more likely to view several questions negatively, the clear majority recognised the importance of the LIG in delivering Target 120 in their location. Table 21 shows that 77 per cent of respondents agreed or strongly agreed that there is a clear need for, and commitment to, continuing the collaboration in the medium term. None of the respondents disagreed with this statement.

**Table 21. Perspectives on interagency partnership.** Source: T120 Interagency Partnership Survey, February 2020.

<b>T120 Interagency Partnership Survey statement (N=26)</b>	<b>Agree/ strongly agree (%)</b>	<b>Not sure (%)</b>	<b>Disagree/ strongly disagree (%)</b>
Q33. There is a clear need for and commitment to continuing the collaboration in the medium term.	77	23	0

This indicates that LIG members recognise and support the importance of interagency collaboration and coordination. However, LIGs will likely benefit from a level of clarification over roles and increased support for improved interagency interaction.

### **Recommendations for supporting government and non-government service providers working together:**

- Clarification of government and non-government membership, roles and responsibilities related specifically to Target 120 should be made to support improved engagement between all LIG agencies.
- Leadership should be provided by the Target 120 Executive Committee directly to agency staff to ensure the Service Priority Policy is followed.

### **PARTICIPANT CASE STUDY**

Names have been changed to protect the identity of participants

Tyra is a 14-year-old Aboriginal girl who is currently cared for by her maternal aunty, Julie. Tyra came in to Julie's care when she was a few months old because her mother chose not to continue caring for her. Tyra and Julie live together with Julie's son, Robbie, in a small two-bedroom unit on the second floor of an apartment block in a regional town 400km north of Perth. The unit is provided by the Housing Division of the Department of Communities. Julie has faced several health issues. She

has previously suffered two heart attacks, two strokes and currently requires kidney dialysis three times a week. Despite these challenges Julie has continued to provide a caring and stable home for Tyra and is wholly supportive of Tyra achieving her goals. Julie's relationship with Tyra is close and she considers Tyra to be her daughter.

Julie often struggles to negotiate the two flights of stairs required to get to their apartment, particularly after she has been through a dialysis session. When struggling with her health last year Julie had to be hospitalised for an extended period. As there was no one locally available to care for Tyra she went to stay with relatives in a regional town in the north of Western Australia. While she was there Tyra's cousin sold her to a man who raped her. Sexual assault charges have since been laid and this incident is scheduled to go before a District Court later this year. Tyra had contact with the police for participating in illegal activities with her cousins in the town where she was assaulted. Since this event Tyra has returned to live with Julie but has engaged in self-harm as well as acting out at school and skipping school altogether.

### **Support for Tyra and her family**

Tyra is supported by two Aboriginal CYOs as part of Target 120. Their individualised support has focused on housing, education, counselling and Tyra's offending. Through working collaboratively with their LIG, Target 120 staff have achieved several significant results for Tyra and Julie. These include:

- Organising for a Priority Transfer to more suitable premises. This involved assisting Julie with her Priority Housing Application and subsequent interview. As a result, Tyra and Julie have been approved for new public housing premises that are on the ground floor and closer to the local Regional Hospital and the high school Tyra attends.
- Tyra was attending weekly counselling provided by the Child and Adolescent Mental Health Service (CAMHS). Target 120 staff became aware that this counselling was being scaled back as it had been directed primarily at addressing Tyra's offending behaviour. Target 120 staff were able to liaise the CAMHS representative on the LIG to request that CAMHS reconsider scaling back their counselling services and explore providing additional services to support Tyra in addressing the trauma related to her sexual assault.
- Because of her offending, Tyra was required to attend court in April in the town where she was assaulted. Target 120 staff were concerned about the potential that returning to this town could have on re-traumatising Tyra and causing additional stress to Julie who has been trying to support Tyra as best she can. Target 120 staff were able to collaborate with the WAPOL and Juvenile Justice representatives on the LIG and Tyra's lawyer to have Tyra's charges dealt with locally. She has since been referred to the Juvenile Justice Team and it has been decided that she will not receive a criminal record.
- Because of her experience Tyra has expressed an interest in joining WAPOL when she gets older. To support this interest, Target 120 staff have organised for Tyra to gain work experience at the local Police Station next year as part of a school program, with a view to applying for the Police Cadetship program when she reached 17 years of age.
- Since receiving support through Target 120 Tyra's attendance at school has increased. She is currently in the 9th grade and is regularly attending classes.

Tyra's behaviours including her offending, self-harm and acting out at school have emerged in response to life situations that have been difficult for her to navigate. Julie has expressed immense gratitude for the assistance she received to relocate to more appropriate premises for her needs. She feels better equipped to support Tyra moving forward.

### **Improved collaboration and coordination**

The ability of Target 120 staff to advocate and coordinate on behalf of Tyra and Julie has also had a beneficial effect on how other service providers are now able to support the family:

- CAMHS were not fully aware of Tyra's history of sexual assault and are now better equipped to support Tyra to address the underlying trauma that has played a key role in the choices she has made and the behaviours she has engaged in.
- Housing were able to respond in support of Tyra's primary caregiver, her aunty Julie. Relocating them to more suitable premises allows Tyra to live with Julie and Robbie in safer surroundings that are closer to her school and not as taxing on Julie's underlying health concerns.
- Local WAPOL representatives, having been informed of the risk of re-traumatising Tyra by sending her back to the place where her assault had occurred for her legal proceedings, were able to work with Tyra's lawyer and other WAPOL colleagues to have her processed locally and referred to the Juvenile Justice Team.

Collectively, these interactions, facilitated by the information sharing and advocacy provided by Target 120 staff, have provided meaningful and tangible supports for Tyra and Julie which may not have otherwise been possible. The improvements in Tyra's behaviour since receiving support through Target 120 have been significant and it should be noted that Tyra has not offended since joining the program. Tyra's story is an example of what can be achieved when Target 120 partners work collaboratively in a coordinated way to support participants and their families.

## **DISCUSSION AND LESSONS LEARNED**

The implementation of Target 120 has faced several challenges. In addressing these challenges Communities staff have focused on prioritising the needs of participating young people and their families. Improvements have focused on clarifying and refining the delivery model, providing support for location-specific implementation and CYOs, and improving information and case management to be able to gauge which elements of the program are especially effective for outcome achievement in the future. To this end further time, additional participants, and increased access to program-related data is needed to evaluate which components may best serve the Western Australian community. There are several lessons from the early implementation of Target 120 that could feed into how government implements time-limited pilot projects focused on highly vulnerable populations in future.

### **Lesson 1**

Target 120 highlights the importance of adequate planning when initiating what is intended to be an intensive and time limited intervention. This is not an uncommon issue in government funded programs which are often influenced by political priorities. It is a reality that many of the issues faced in the delivery of Target 120 to date could have been mitigated through stronger planning prior to implementation, both for the program as a cohesive whole and for each of the individuals program sites. Future projects would likely benefit from suitable time, expertise and resources being provided for project planning prior to initiation, to ensure that clear intentions exist for both implementation and delivery.

### **Lesson 2**

Strategies to mitigate staff turnover and loss of corporate knowledge are highly beneficial in projects that utilise time-limited contract positions and are likely to be subjected to the high levels of turnover typical of rural, regional and remote locations. Target 120 has done well to achieve what it has achieved in light of the staffing issues that the program has faced. Employing staff for the entire duration of a project and consistently and accurately documenting planning and decision-making processes serves to maintain a functional understanding of the context. Future time-limited projects

will likely benefit from ensuring that these procedures and processes are embedded as an intrinsic part of project design and implementation.

### **Lesson 3**

Co-design can be highly valuable for projects that require continued engagement from at-risk or hard to reach populations. While Target 120 has had limited opportunity for instigating a co-design approach to developing and implementing the program, future projects would likely benefit from this approach. Co-design principles being used in determining the consistent components to the delivery model, deciding the location-specific components to the delivery model, developing project-related tools, and helping to determine what success for the project realistically looks like.

### **Lesson 4**

Projects that are aimed at supporting a population will likely benefit from clear representation of people from that population in delivering the project. The insight and representation provided by Aboriginal project staff has been a key strength of Target 120 and contributed to the positive outcomes to date. Future projects will likely benefit from ensuring that sufficient planning, recruitment, training and support is provided so that projects can be delivered as intended by those who are most likely to be able to engage minority target groups.

### **Conclusion**

Target 120 is a highly variable, time-restricted, and activity-focused intervention that aims to support young people and their families over the course of 12 months to decrease the likelihood, frequency and intensity of future juvenile offending behaviour. The topics discussed in this report provide an honest and transparent assessment of key issues and achievements in the delivery of the program to date and provide context to the status of Target 120. The case study presented demonstrates the positive influences that a program like Target 120 can have on the day-to-day lives of young people and their families and the array of agencies involved in supporting their safety and wellbeing. That this has translated to decreased offending for the young person involved is encouraging.

The current Target 120 project team together with the CYOs and other delivery staff have worked diligently to deliver meaningful supports to participants and their families. The discussions in this report, based on stakeholder feedback and data collection, go part way to demonstrating what is being achieved Through Target 120. As improved reporting back to Communities continues through the use of the CMS, and more young people and families engage over the remaining two and a half years of the pilot, the evaluation of the program will be enhanced with additional data to facilitate a robust evaluation.

The topics discussed at length in this report aim to address specific questions put forward in the Target 120 Evaluation Plan and therefore do not represent an exhaustive evaluation of Target 120. They do, however, aim to acknowledge the strengths and weaknesses that have emerged to date, and provide practical recommendations in support of the continuous improvement of Target 120 as it is currently being delivered to active program sites, and in anticipation of the roll out of the program to four further locations during 2020.

Target 120 is a highly variable, time-restricted, and activity-focused intervention that aims to support young people and their families over the course of 12 months. While the contact with the justice system is relatively recent for Target 120 participants, these young people often have a long history of dysfunction within their families. It is a genuine reality that CYOs and other Target 120 staff, together with partner agencies, will likely face further challenges in attempting to effect the important behavioural changes that Target 120 seeks for young people. Building upon the significant work done to date and further strengthening key program elements such as consistent model components, and the roles of CYOs and LIGs will help to support young people achieve their goals.

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## ABBREVIATIONS

ACCO	Aboriginal community-controlled organisation
CALD	Culturally and linguistically diverse
CAHS	Child and Adolescent Health Service
CAMHS	Child and Adolescent Mental Health Service
CMS	Case management system
CPFS	Child Protection and Family Services
CYO	Community Youth Officer
CYRM	Child and Youth Resilience Measure
DLG	District Leadership Group
Education	Western Australian Department of Education
EIFS	Earlier intervention family support
Health	Western Australian Department of Health
IFS	Intensive family support
IOM	Integrated Offender Management
Justice	Western Australian Department of Justice
LIG	Local Interagency Group
MOG	Machinery of government
NGO	Non-government organisation
NFP	Not-for-profit
RNR	Risk-Need-Responsivity
RED	Regional Executive Director
SIDR	Social Investment Data Resource
T120	Target 120 program
Treasury	Western Australian Department of Treasury
WA	Western Australia
WACHS	Western Australian Country Health Service
WAPOL	Western Australian Police Force
YLS/CMI	Youth level of service / case management inventory

**APPENDIX A – Child and Youth Resilience Measure**



**Child & Youth Resilience Measure-Revised  
(CYRM-R)**

<b>CYRM-R (child)</b>				
<b>Please choose one answer for each question. There are no right or wrong answers.</b>				
		<b>No [1]</b>	<b>Sometimes [2]</b>	<b>Yes [3]</b>
1	Do you share with people around you?			
2	Is doing well in school important to you?			
3	Do you know how to behave/act in different situations (such as school, home, holy places)?			
4	Do you feel that your parent(s)/caregiver(s) know where you are and what you are doing all of the time?			
5	Do you feel that your parent(s)/caregiver(s) know a lot about you (for example, what makes you happy, what makes you scared)?			
6	Is there enough to eat in your home when you are hungry?			
7	Do other children like to play with you?			
8	Do you talk to your family/caregiver(s) about how you feel (for example when you are hurt or feeling scared)?			
9	Do you have friends that care about you?			
10	Do you feel you fit in with other children?			
11	Do you think your family/caregiver(s) cares about you when times are hard (for example, if you are sick or have done something wrong)?			
12	Do you think your friends care about you when times are hard (for example if you are sick or have done something wrong)?			
13	Are you treated fairly?			
14	Do you have chances to show others that you are growing up and can do things by yourself?			
15	Do you feel safe when you are with your family/caregiver(s)?			
16	Do you have chances to learn things that will be useful when you are older (like cooking, working, and helping others)?			
17	Do you like the way your family/caregiver(s) celebrates things (like holidays or learning about your culture)?			

## **APPENDIX B – Target 120 Interview Guide**

### **1. To what extent is T120 being implemented as intended?**

- What factors have impacted the implementation of T120?
- How well are young people being linked to relevant services?
- Are the number and types of referrals as expected, and are referrals being accepted?
- Is the service priority policy working as intended?
- Are appropriate supports being provided?
- How are brokerage funds being used?
- Is T120 taking a place-based approach?
- What are the consultation strategies that have occurred at each site?
- Is there appropriate Aboriginal and CALD representation/consultation at each site?

### **2. Are there differences in service delivery approaches between sites and if so, what are the consequences of this?**

- What are the key differences in service delivery models at each site?
- Have there been differences in how LIGs have performed at each site?

### **3. How effective are participant selection and consent processes?**

- Is the participant selection process effective in identifying suitable young people?
- Does LIG consensus on participants occur in a timely and coordinated manner?
- What is the general timeframe between participant identification and consent being given by the family?
- What is the general timeframe between consent being given by the family and service delivery commencing?

### **4. To what extent are young people and their families engaging in T120?**

- Are young people and their families participating in the decision-making process? If so, what are the types of decisions they are involved in?

- Are young people and their families expressing satisfaction with what T120 is providing for them?

**5. How well are government and non-government service providers working together?**

- How well are the LIGs performing in their governance role?
- Is there a shared understanding of agency roles and responsibilities?
- Are agency expectations being met?
- Are agencies communicating effectively and efficiently with each other and if so, how?
- What have been the consequences of good/poor communication?
- What has helped to enable agencies to work collaboratively?
- What have been the barriers to agencies working collaboratively?
- What improvements could be made to support better collaboration between agencies to support T120 participants?

## **APPENDIX C – T120 CYO Feedback Survey – Questions**

### **T120 CYO FEEDBACK SURVEY**

The following survey asks questions about the Target 120 program (T120).

We are seeking feedback from Community Youth Officers (CYOs) or similar positions who are directly working with T120 participants and their families.

The survey will ask a series of questions about your views of T120. These questions are divided into 5 areas:

- Selecting participants for T120
- Getting consent from families
- Delivering the T120 model
- Collaborating with other agencies
- General feedback

We are seeking your opinion regarding T120 so please be as open and honest as possible with your answers. There are no wrong answers and all answers will remain strictly confidential. The feedback provided through this survey will be used as part of the T120 evaluation which aims to improve T120 moving forward. The survey will take around 15 minutes to complete.

The Evaluation Team greatly appreciates your insight and contribution to ensuring that T120 is as effective as it can be in addressing the needs of vulnerable young people.

Thank you for taking the time to complete this survey.

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### **Selecting participants**

The candidate selection process identifies young people who might be suitable to participate in T120. The current eligibility criteria include:

- being between 10 and 14 years of age;
- having 3 or more contacts with police, with at least one contact in the past 6 months; and
- living in a T120 delivery area.

After eligible candidates have been identified they are then discussed by government agency stakeholders (such as Child Protection, Education, Justice, Housing, Disability Services etc.) and relevant non-government organisations at a meeting. This group is often referred to as the Local Interagency Group (LIG) but might go by another name in your area.

Please indicate how much you agree with each of the statements below.

1. The eligibility criteria are appropriate for T120.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

2. Government agency stakeholders provide useful information before the meeting to help the selection process.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

3. I have the skills and training to confidently lead the meeting.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

4. The young people selected at these meetings are the most suitable participants for T120.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

5. The candidate selection process has been effective.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

Are there any issues you've noticed with the selection process? Please provide your comments below.

Are there any changes that could be made to improve the selection process? Please provide your comments below.

-----

### Getting consent from families

Target 120 is a voluntary program involving young people between 10 and 14 years of age. This means that informed consent must be given by the young person's family or guardian before you, as the CYO, can engage with the young person.

Please indicate how much you agree with each of the statements below.

1. I can explain what Target 120 is to families, so they are informed about the program.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

2. Gaining consent from families is a complicated process.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

3. Gaining consent from families is a time-consuming process.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

4. The voluntary nature of T120 makes it hard to get participants.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

5. The voluntary nature of T120 makes it hard to keep participants.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

Are there any issues you've noticed with the consent process? Please provide your comments below.

Are there any changes that could be made to improve the consent process? Please provide your comments below.

-----

## Delivering the components of the T120 model

T120 is delivered in many different locations by many different people. This means that components of the T120 model need to be completed at set times so that T120 is consistent for all the young people and families who are participating. The components of the T120 model include:

- Youth Level Service/Case Management Inventory (YLS/CMI);
- Individual Support Plan;
- Child and Youth Resilience Measure (CYRM); and
- Integrated Service Plan.

Please answer each of the questions below.

1. Have you used the YLS/CMI?

Yes, with all of my clients / Yes, with some of my clients / No, I have not used the YLS/CMI

2. The YLS/CMI is useful in identifying relevant risks that participants need to address.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

3. Have you developed in Individual Support Plan?

Yes, with all of my clients / Yes, with some of my clients / No, I have not used the YLS/CMI

4. The Individual Support Plan provides a clear guide for how I can support participants to achieve their goals.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

5. Have you used the CYRM?

Yes, with all of my clients / Yes, with some of my clients / No, I have not used the YLS/CMI

6. The CYRM is useful for monitoring resilience in participants.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

7. Have you developed an Integrated Service Plan?

Yes, with all of my clients / Yes, with some of my clients / No, I have not used the YLS/CMI

8. The Integrated Service Plan helps to identify service needs for participant families.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

9. I have been able to complete the required components of the T120 model for participants at the intended timepoints.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

10. Completing the components of the T120 model for participants is a complicated process.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

11. Completing the components of the T120 model for participants is a time-consuming process.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

12. Ten (10) young people and their families at any one time is an appropriate case load for a CYO.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

13. Young people and their families have participated in deciding how I can best support them as part of T120.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

14. Young people and their families have expressed satisfaction with T120.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

Are there any issues you've noticed with the delivery of the T120 components? Please provide your comments below.

Are there any changes that could be made to improve the delivery of the T120 components? Please provide your comments below.

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### **Collaborating across agencies**

A key component of T120 is collaboration and coordination with other agencies and services to ensure that the priorities in the Individual Support Plan are being met for young people, and the priorities in the Interagency Services Plan are being met for families.

The interagency (LIG) meetings have been established to get the relevant stakeholder agencies together to:

- support candidate selection; and
- support the delivery of these plans.

The Service Priority Policy was also developed as part of T120 to help achieve these objectives.

Please indicate how much you agree with the statements below.

1. LIG agencies have a shared understanding of their roles and responsibilities.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

2. The LIG is collaborating and communicating as needed to support T120.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

3. Government and non-government agencies are working well together.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

4. I can link young people and their families to the services they need.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

5. When I refer a young person or family to a relevant service the referral is accepted.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

6. The Priority Services Policy has allowed T120 participants and families to be prioritised by other government agencies.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

7. There has been appropriate Aboriginal/CALD consultation at my site.

Strongly agree – agree – neither agree nor disagree – disagree – strongly disagree

Are there any issues you've noticed with interagency collaboration? Please provide your comments below.

Are there any changes that could be made to improve interagency collaboration? Please provide your comments below.

---

### General feedback

Please provide any other information you feel is important to your experiences with T120, however big or small.

Which T120 site are you associated with (drop down)

Armadale

Bunbury

Geraldton

Kalgoorlie

Kununurra

Mirrabooka

Rockingham/Peel

Which best describes your position within T120 (drop down)

Manager

CYO/Field Officer

Mentor/Project Assistant

Thank you for taking the time to provide this feedback on T120. It is greatly appreciated!

## **APPENDIX D – T120 Interagency Partnership Survey – Questions**

The following survey asks questions about the Target 120 program (T120) currently being delivered by the Department of Communities in conjunction with partner agencies. T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours.

The survey is based on the Vic Health partnership analysis tool and will ask a series of questions on your views of the interagency partnership that supports the delivery of T120. Please be as open and honest as possible with your answers. There are no wrong answers and all answers will remain strictly confidential. The feedback provided through this survey will be used as part of the T120 evaluation which aims to improve T120 moving forward.

The Evaluation Team greatly appreciates your insight and contribution to ensuring the T120 program is as effective as it can be in addressing the needs of vulnerable young people.

Thank you for taking the time to complete this survey.

### **1. DETERMINING THE NEED FOR THE PARTNERSHIP**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a clear goal for the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a shared understanding of, and commitment to, this goal among all potential partners.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The partners are willing to share some of their ideas, resources, influence and power to fulfil the goal.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The perceived benefits of the partnership outweigh the perceived costs.
- Strongly agree – agree – unsure – disagree – strongly disagree

### **2. CHOOSING PARTNERS**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- The partners share common ideologies, interests and approaches.
- Strongly agree – agree – unsure – disagree – strongly disagree

- The partners see their core business as partially interdependent.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a history of good relations between the partners.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The partnership brings added prestige to the partners individually as well as collectively.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is enough variety among members to have a comprehensive understanding of the issues being addressed.
- Strongly agree – agree – unsure – disagree – strongly disagree

### **3. MAKING SURE PARTNERSHIPS WORK**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- The managers in each organisation (or division) support the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- Partners have the necessary skills for collaborative action.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are strategies to enhance the skills of the partnership through increasing the membership or workforce development.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The roles, responsibilities and expectations of partners are clearly defined and understood by all other partners.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The administrative, communication and decision-making structure of the partnership is as simple as possible.
- Strongly agree – agree – unsure – disagree – strongly disagree

### **4. PLANNING COLLABORATIVE ACTION**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- All partners are involved in planning and setting priorities for collaborative action.
- Strongly agree – agree – unsure – disagree – strongly disagree

- Partners have the task of communicating and promoting the partnership in their own organisations.
- Strongly agree – agree – unsure – disagree – strongly disagree
- Some staff have roles that cross the traditional boundaries that exist between agencies or divisions in the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The lines of communication, roles and expectations of partners are clear.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a participatory decision-making system that is accountable, responsive and inclusive.
- Strongly agree – agree – unsure – disagree – strongly disagree

## **5. IMPLEMENTING COLLABORATIVE ACTION**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- Processes that are common across agencies have been standardised (e.g. referral protocols, service standards, data collection and reporting mechanisms).
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is an investment in the partnership of time, personnel, materials or facilities.
- Strongly agree – agree – unsure – disagree – strongly disagree
- Collaborative action by staff and reciprocity between agencies is rewarded by management.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree

## **6. MINIMISING THE BARRIERS TO PARTNERSHIPS**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- Differences in organisational priorities, goals and tasks have been addressed.

- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a core group of skilled and committed (in terms of the partnership) staff that has continued over the life of the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are formal structures for sharing information and resolving demarcation disputes.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are informal ways of achieving this.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are strategies to ensure alternative views are expressed within the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree

## **7. REFLECTING ON AND CONTINUING THE PARTNERSHIP**

T120 is an early intervention for young people aged 10 to 14 years, and their families, and aims to decrease offending behaviours. The following questions relate to the interagency partnership that supports T120. Please rate your level of agreement with each of the statements below.

- There are processes for recognising and celebrating collective achievements and/or individual contributions.
- Strongly agree – agree – unsure – disagree – strongly disagree
- The partnership can demonstrate or document the outcomes of its collective work.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a clear need for and commitment to continuing the collaboration in the medium term.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There are resources available from either internal or external sources to continue the partnership.
- Strongly agree – agree – unsure – disagree – strongly disagree
- There is a way of reviewing the range of partners and bringing in new members or removing some.
- Strongly agree – agree – unsure – disagree – strongly disagree

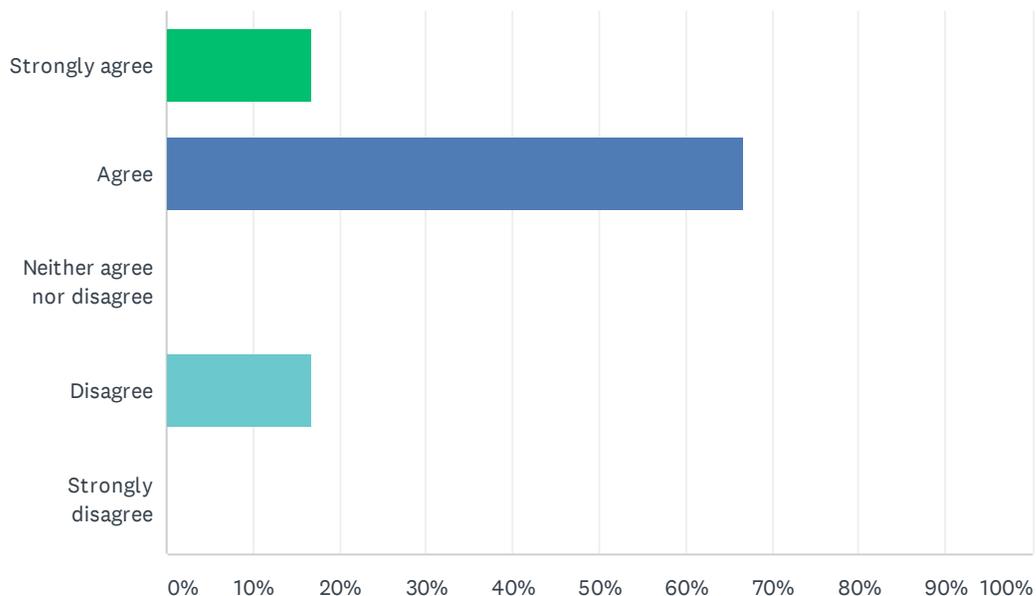
Is there anything else related to the T120 interagency groups that you feel is relevant to the current evaluation? Please provide your comments below.

Which T120 site are you associated with? (Drop down menu)

Which agency are you associated with? (Drop down menu)

## Q1 The eligibility criteria are appropriate for T120.

Answered: 12 Skipped: 0

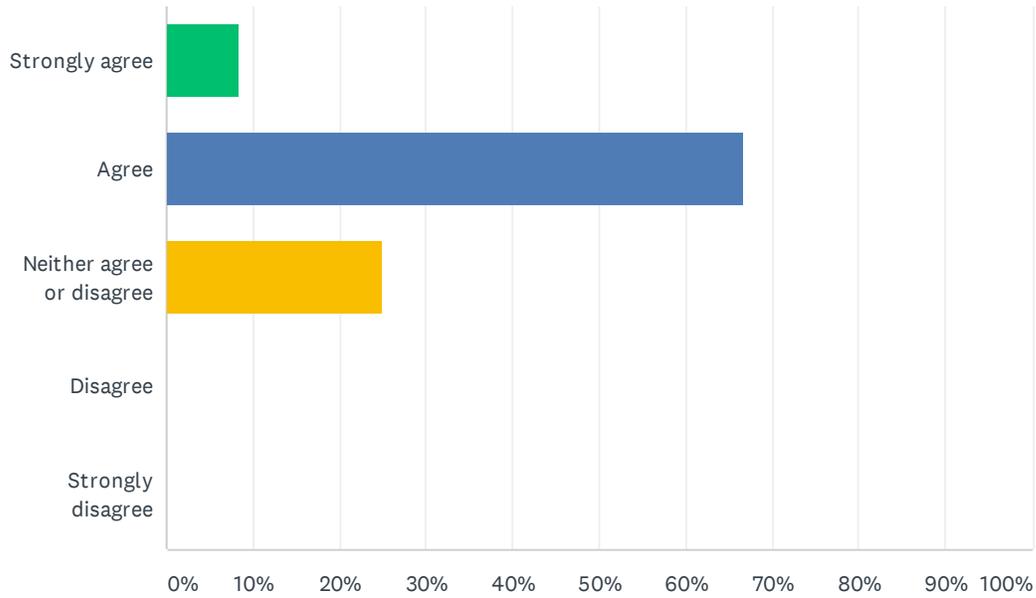


ANSWER CHOICES	RESPONSES	
Strongly agree	16.67%	2
Agree	66.67%	8
Neither agree nor disagree	0.00%	0
Disagree	16.67%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

## Q2 Government agency stakeholders provide useful information before the meeting to help the selection process.

Answered: 12 Skipped: 0

### T120 CYO Feedback Survey

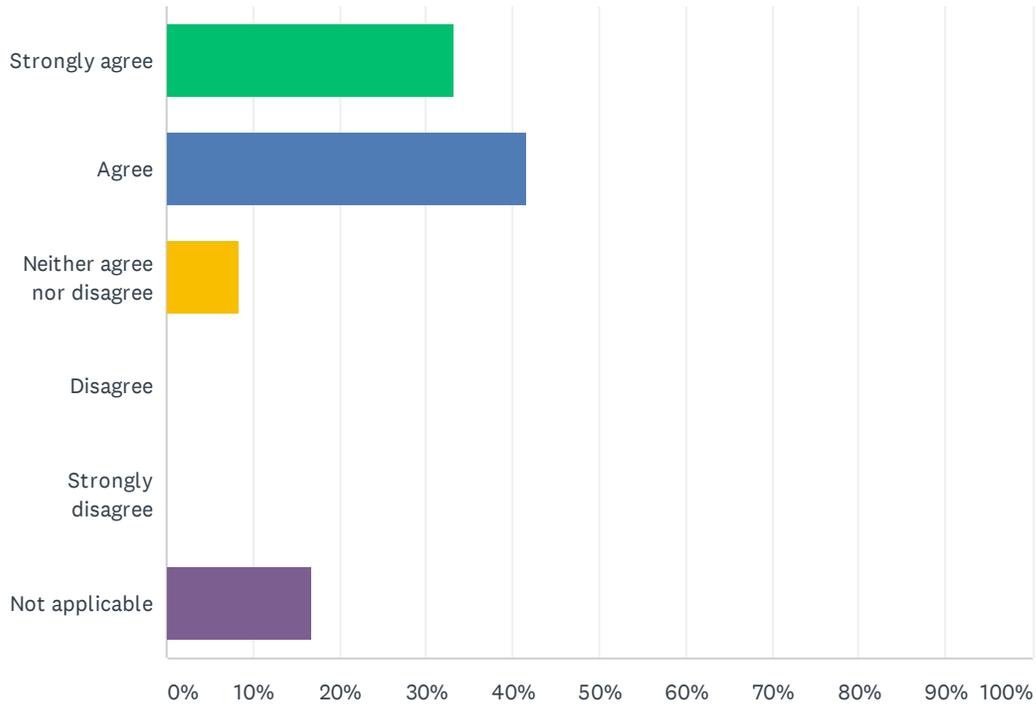


ANSWER CHOICES	RESPONSES	
Strongly agree	8.33%	1
Agree	66.67%	8
Neither agree or disagree	25.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q3 I have the skills and training to confidently lead the meeting.**

Answered: 12 Skipped: 0

## T120 CYO Feedback Survey

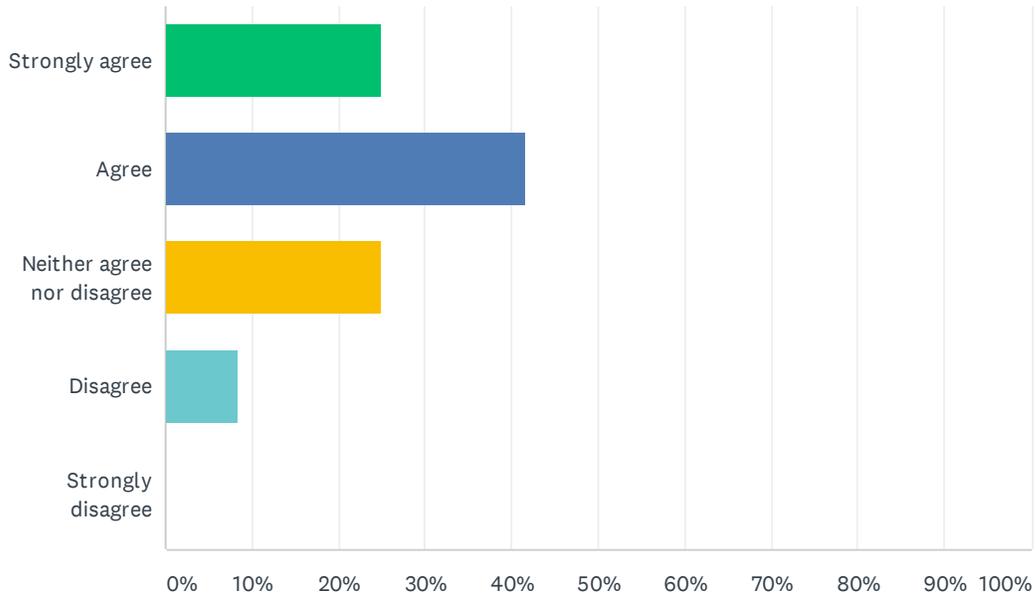


ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	4
Agree	41.67%	5
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Not applicable	16.67%	2
<b>TOTAL</b>		<b>12</b>

**Q4 The young people selected at these meetings are the most suitable participants for T120.**

Answered: 12   Skipped: 0

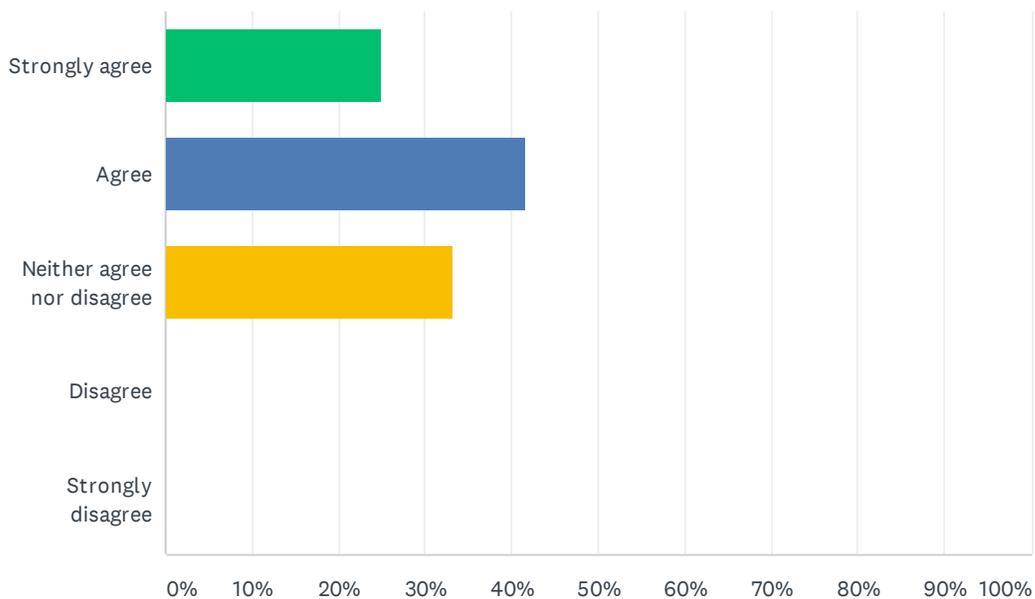
## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	3
Agree	41.67%	5
Neither agree nor disagree	25.00%	3
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

## Q5 The candidate selection process has been effective.

Answered: 12 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	3
Agree	41.67%	5
Neither agree nor disagree	33.33%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		12

**Q6 Are there any issues you've noticed with the selection process?  
Please provide your comments below.**

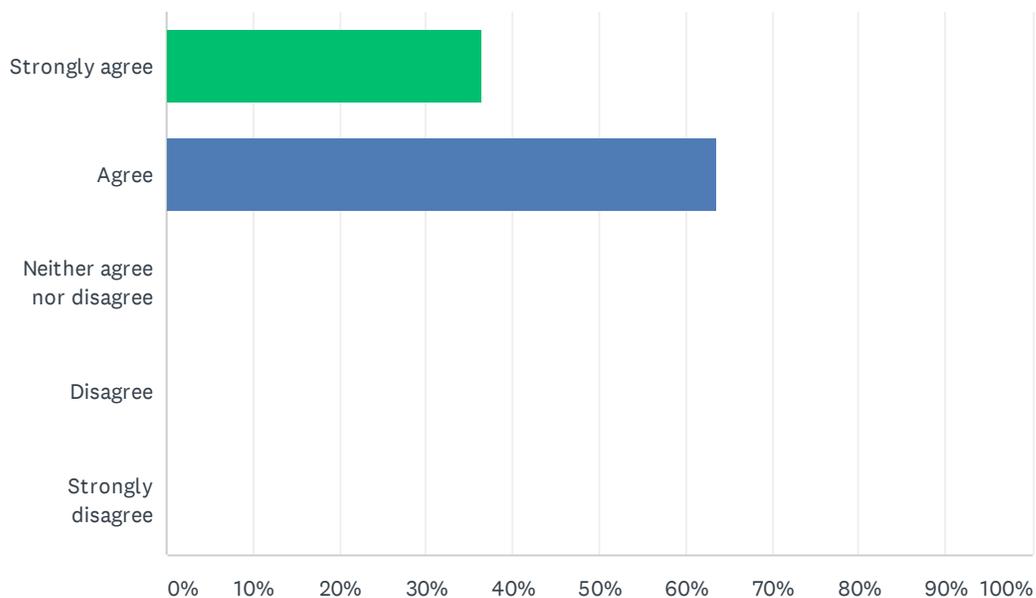
Answered: 10 Skipped: 2

**Q7 Are there any changes that could be made to improve the selection process? Please provide your comments below.**

Answered: 8 Skipped: 4

**Q8 I can explain what T120 is to families, so they are informed about the program.**

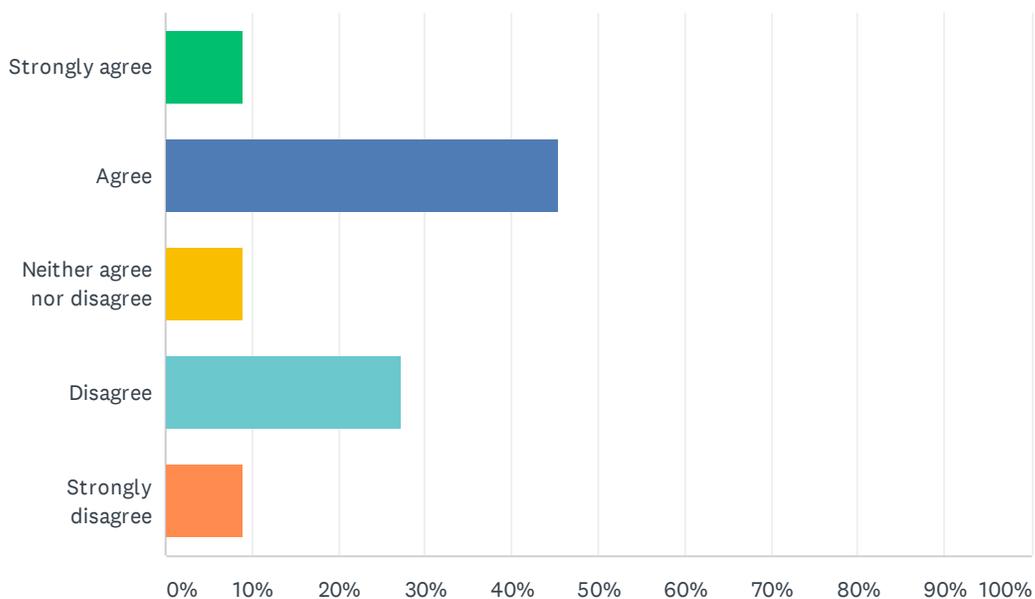
Answered: 11 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	36.36%	4
Agree	63.64%	7
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		11

### Q9 Getting consent from families is a complicated process.

Answered: 11 Skipped: 1

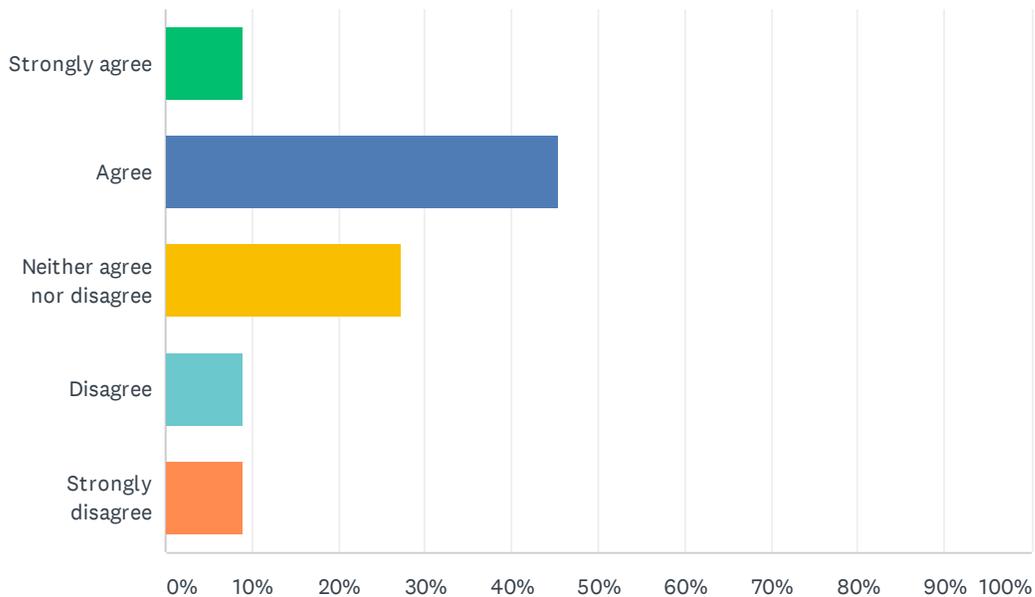


ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	45.45%	5
Neither agree nor disagree	9.09%	1
Disagree	27.27%	3
Strongly disagree	9.09%	1
TOTAL		11

### Q10 Getting consent from families is a time-consuming process

Answered: 11 Skipped: 1

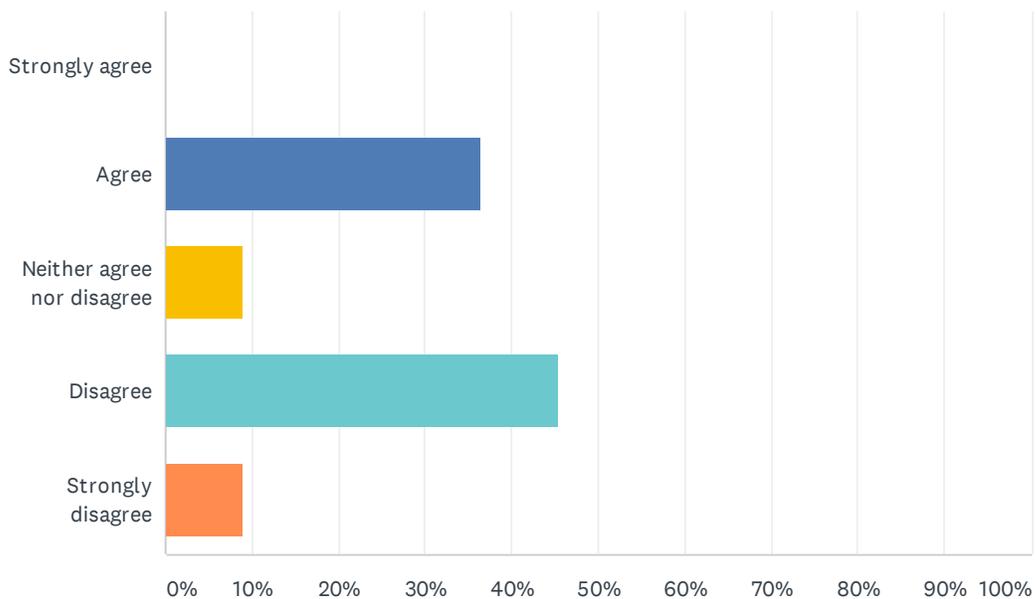
### T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	45.45%	5
Neither agree nor disagree	27.27%	3
Disagree	9.09%	1
Strongly disagree	9.09%	1
<b>TOTAL</b>		<b>11</b>

### Q11 The voluntary nature of T120 makes it hard to recruit participants.

Answered: 11 Skipped: 1

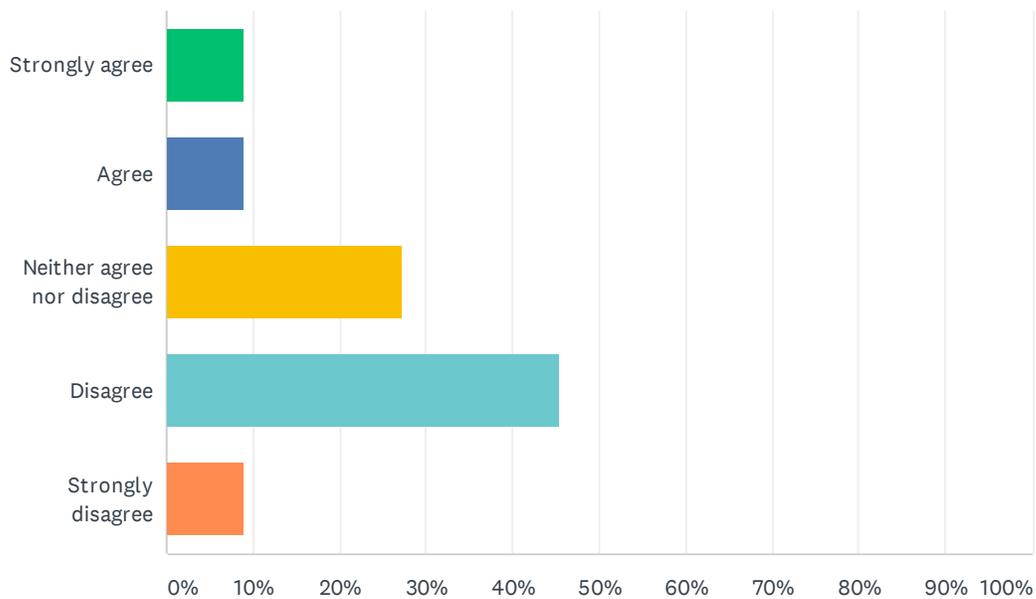


T120 CYO Feedback Survey

ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	36.36%	4
Neither agree nor disagree	9.09%	1
Disagree	45.45%	5
Strongly disagree	9.09%	1
TOTAL		11

Q12 The voluntary nature of T120 makes it hard to keep participants.

Answered: 11 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	9.09%	1
Neither agree nor disagree	27.27%	3
Disagree	45.45%	5
Strongly disagree	9.09%	1
TOTAL		11

Q13 Are there any issues you've noticed with the consent process?  
Please provide your comments below.

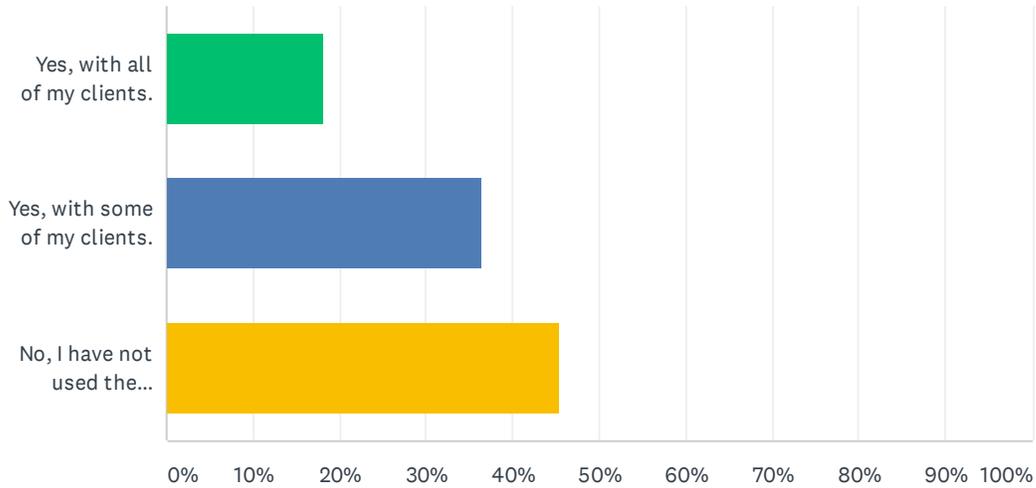
Answered: 9 Skipped: 3

### Q14 Are there any changes that could be made to improve the consent process? Please provide your comments below.

Answered: 7 Skipped: 5

### Q15 Have you used the YLS/CMI?

Answered: 11 Skipped: 1

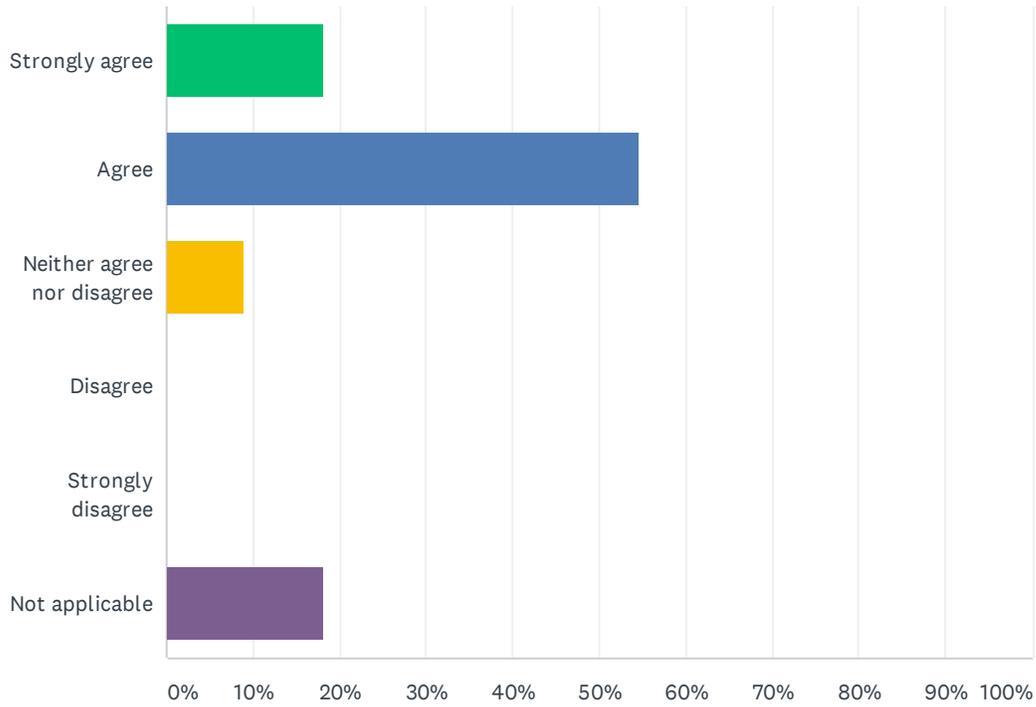


ANSWER CHOICES	RESPONSES
Yes, with all of my clients.	18.18% 2
Yes, with some of my clients.	36.36% 4
No, I have not used the YLS/CMI.	45.45% 5
TOTAL	11

### Q16 The YLS/CMI is useful in identifying relevant risks that participants need to address.

Answered: 11 Skipped: 1

## T120 CYO Feedback Survey

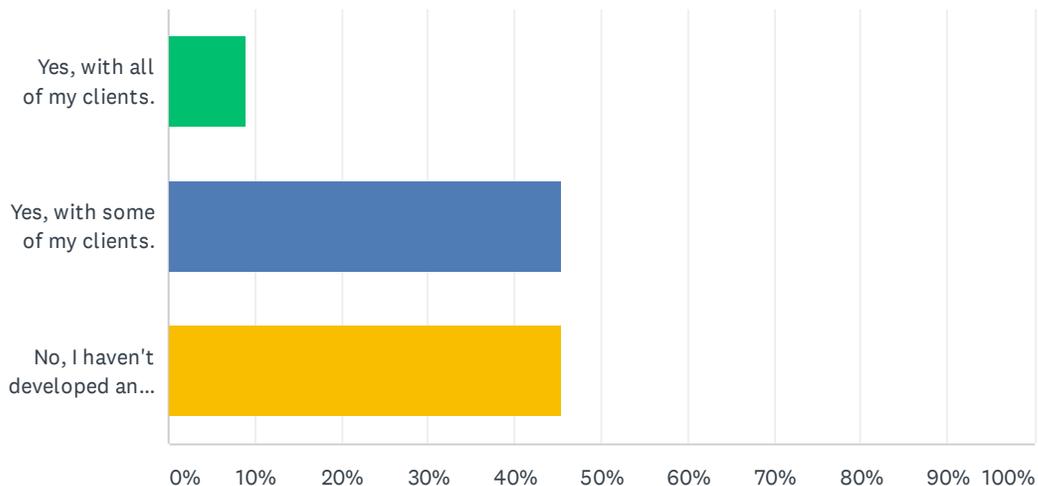


ANSWER CHOICES	RESPONSES
Strongly agree	18.18% 2
Agree	54.55% 6
Neither agree nor disagree	9.09% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
Not applicable	18.18% 2
<b>TOTAL</b>	<b>11</b>

### Q17 Have you developed an Individual Support Plan?

Answered: 11 Skipped: 1

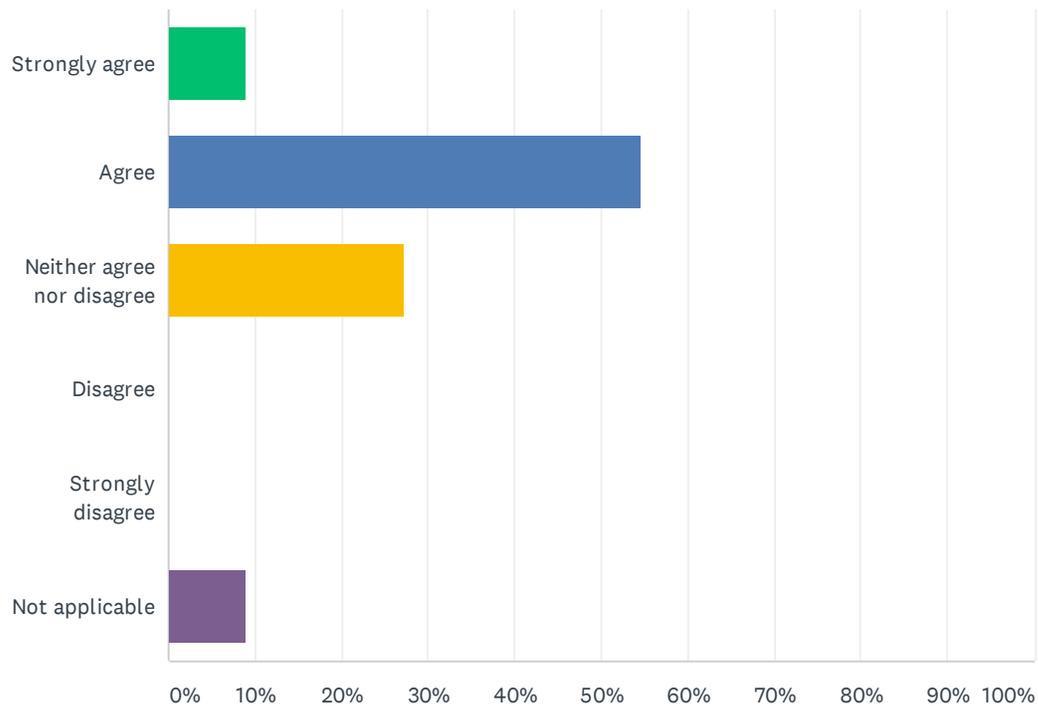
## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES
Yes, with all of my clients.	9.09% 1
Yes, with some of my clients.	45.45% 5
No, I haven't developed an Individual Support Plan.	45.45% 5
TOTAL	11

### Q18 The Individual Support Plan provides a clear guide for how I can support participants to achieve their goals.

Answered: 11 Skipped: 1

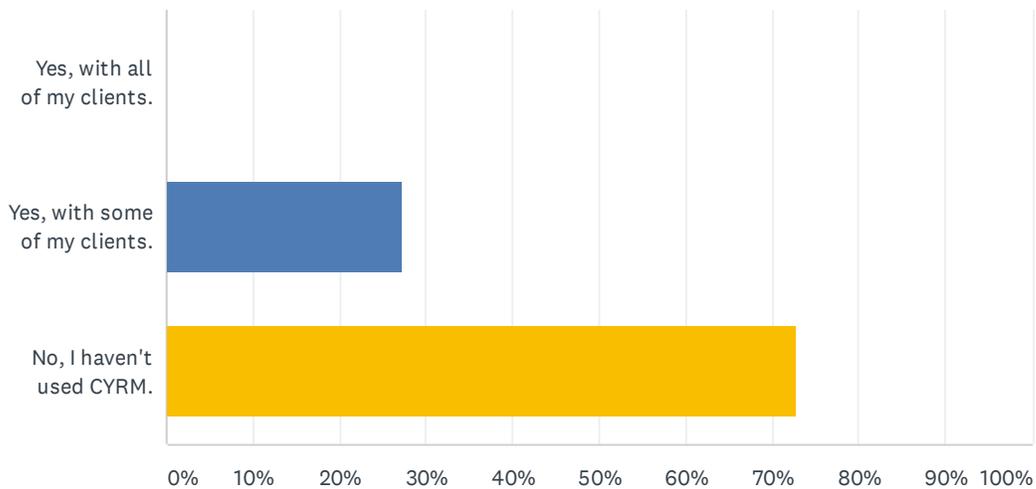


## T120 CYO Feedback Survey

ANSWER CHOICES	RESPONSES
Strongly agree	9.09% 1
Agree	54.55% 6
Neither agree nor disagree	27.27% 3
Disagree	0.00% 0
Strongly disagree	0.00% 0
Not applicable	9.09% 1
<b>TOTAL</b>	<b>11</b>

### Q19 Have you used CYRM?

Answered: 11 Skipped: 1

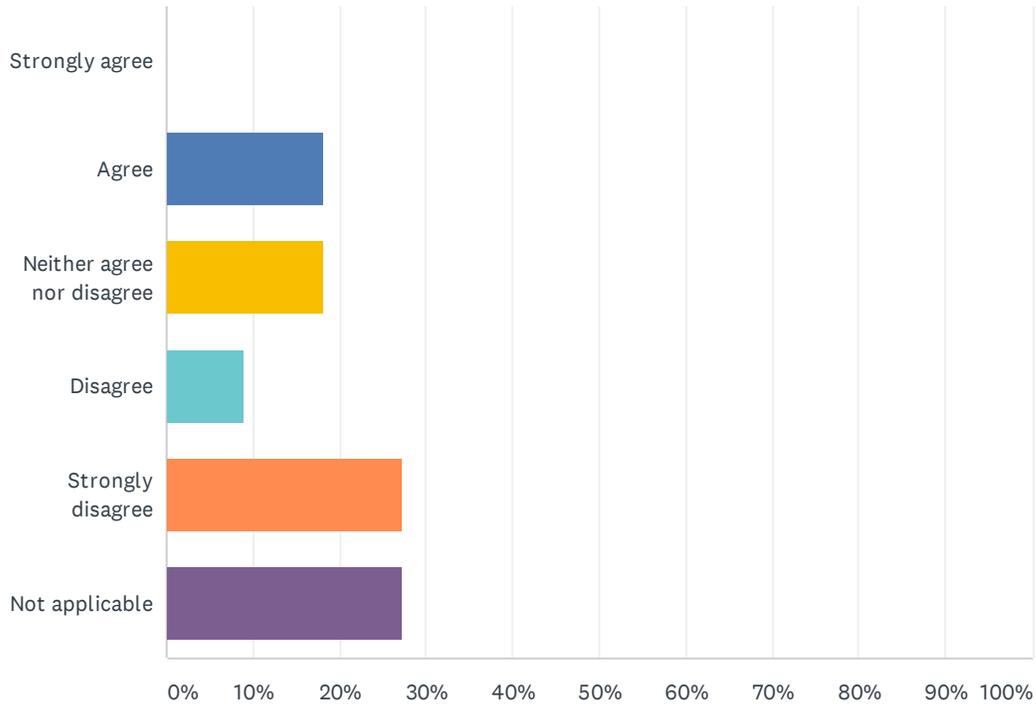


ANSWER CHOICES	RESPONSES
Yes, with all of my clients.	0.00% 0
Yes, with some of my clients.	27.27% 3
No, I haven't used CYRM.	72.73% 8
<b>TOTAL</b>	<b>11</b>

### Q20 The CYRM is useful for monitoring resilience in T120 participants.

Answered: 11 Skipped: 1

## T120 CYO Feedback Survey

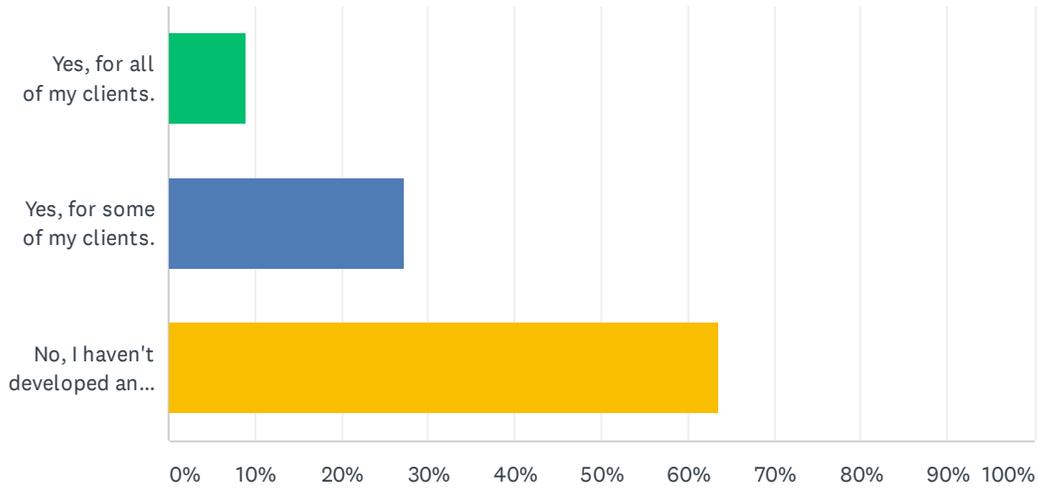


ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	18.18%	2
Neither agree nor disagree	18.18%	2
Disagree	9.09%	1
Strongly disagree	27.27%	3
Not applicable	27.27%	3
<b>TOTAL</b>		<b>11</b>

### Q21 Have you developed an Interagency Services Plan?

Answered: 11    Skipped: 1

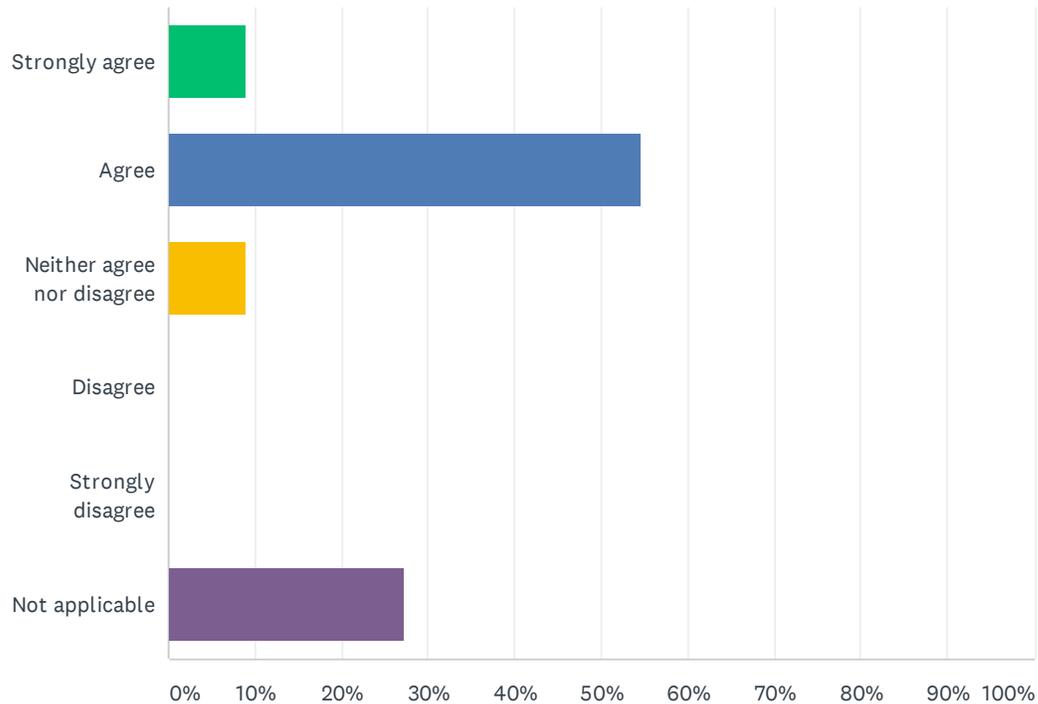
## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES
Yes, for all of my clients.	9.09% 1
Yes, for some of my clients.	27.27% 3
No, I haven't developed and Interagency Services Plan.	63.64% 7
TOTAL	11

## Q22 The Interagency Services Plan helps to identify service needs for participant families.

Answered: 11 Skipped: 1

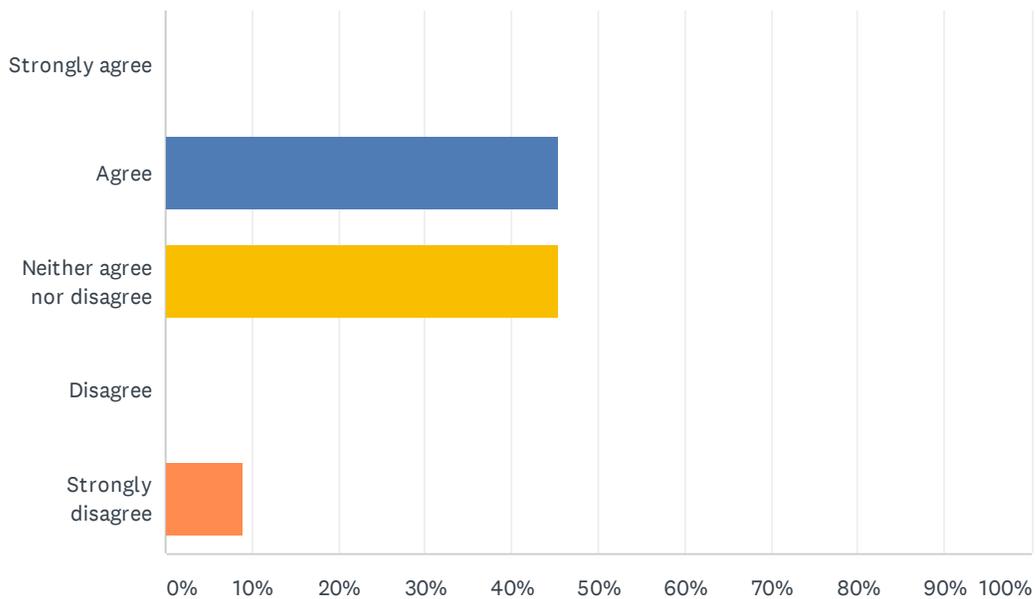


T120 CYO Feedback Survey

ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	54.55%	6
Neither agree nor disagree	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
Not applicable	27.27%	3
<b>TOTAL</b>		<b>11</b>

**Q23 I have been able to complete the required components of the T120 model for participants at the intended time points.**

Answered: 11 Skipped: 1

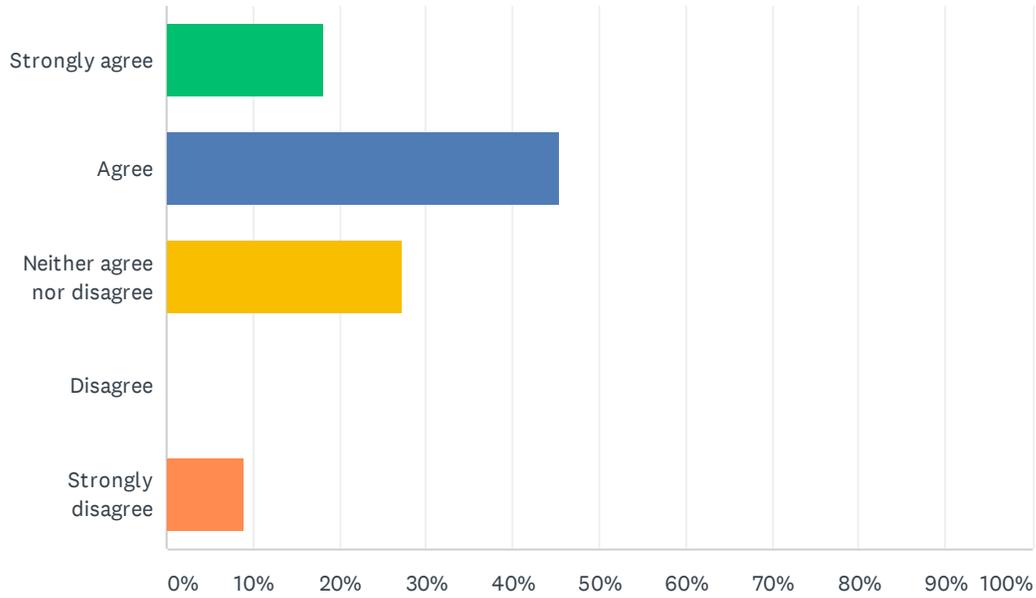


ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	45.45%	5
Neither agree nor disagree	45.45%	5
Disagree	0.00%	0
Strongly disagree	9.09%	1
<b>TOTAL</b>		<b>11</b>

**Q24 Completing the required components of the T120 model for participants is a complicated process.**

## T120 CYO Feedback Survey

Answered: 11 Skipped: 1

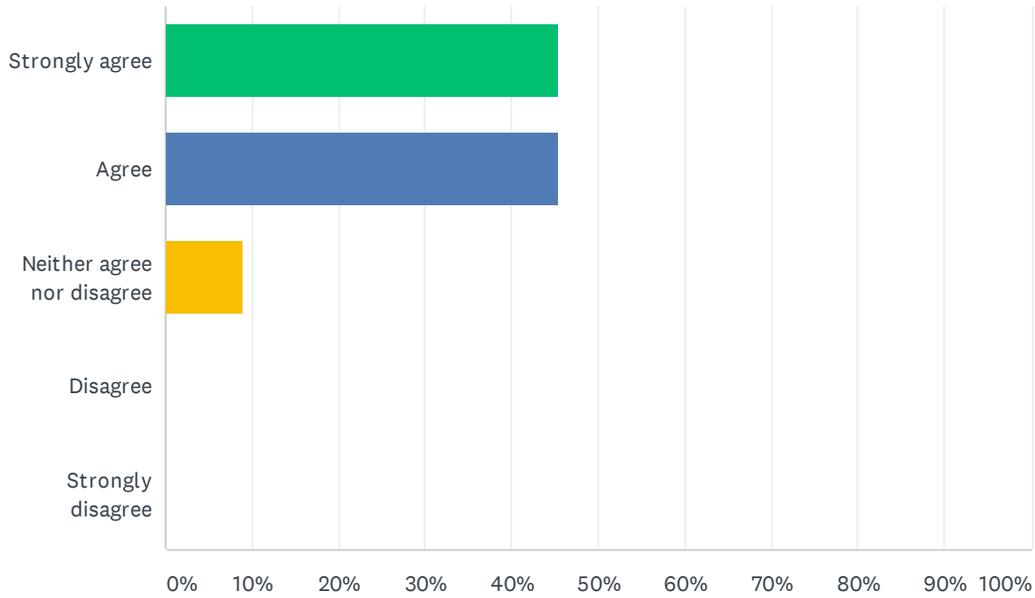


ANSWER CHOICES	RESPONSES	
Strongly agree	18.18%	2
Agree	45.45%	5
Neither agree nor disagree	27.27%	3
Disagree	0.00%	0
Strongly disagree	9.09%	1
<b>TOTAL</b>		<b>11</b>

**Q25 Completing the required components of the T120 model for participants is a time-consuming process.**

Answered: 11 Skipped: 1

### T120 CYO Feedback Survey

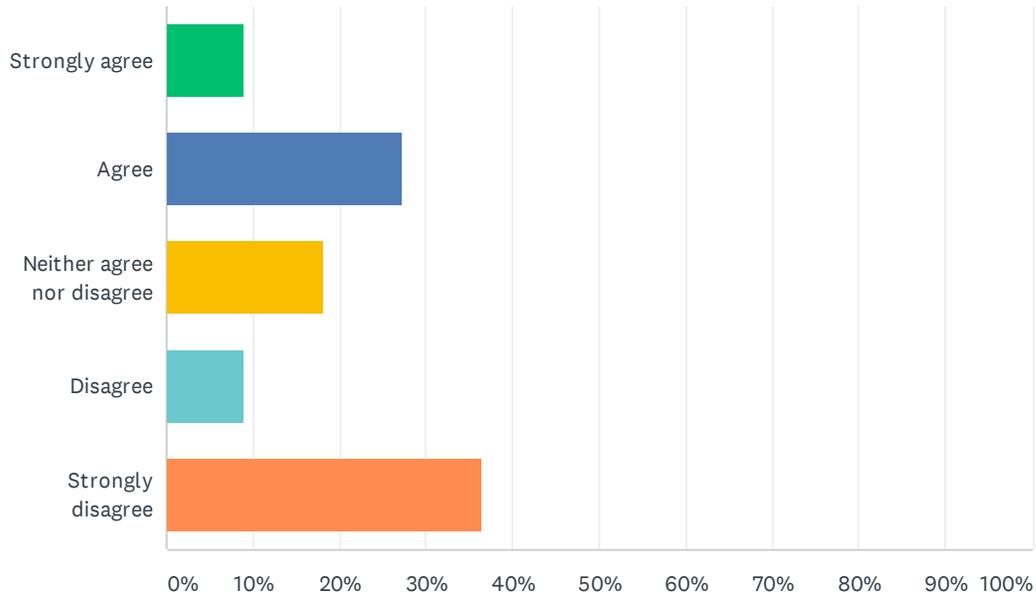


ANSWER CHOICES	RESPONSES	
Strongly agree	45.45%	5
Agree	45.45%	5
Neither agree nor disagree	9.09%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

**Q26 Ten (10) young people and their families at any one time is an appropriate caseload for a CYO.**

Answered: 11 Skipped: 1

## T120 CYO Feedback Survey

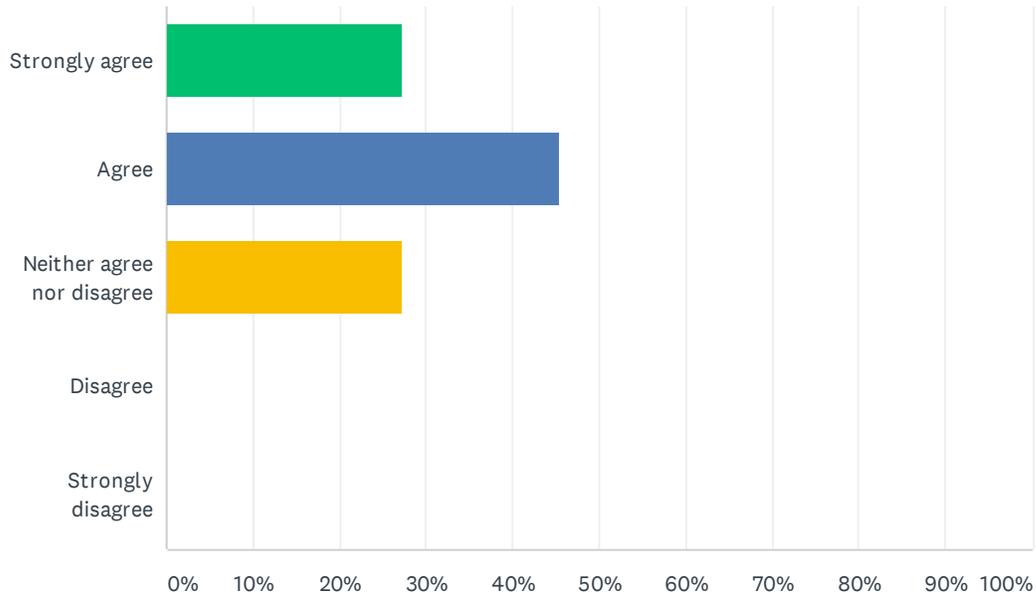


ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	27.27%	3
Neither agree nor disagree	18.18%	2
Disagree	9.09%	1
Strongly disagree	36.36%	4
TOTAL		11

**Q27 Young people and their families have participated in deciding how I can best support them as part of T120.**

Answered: 11 Skipped: 1

### T120 CYO Feedback Survey

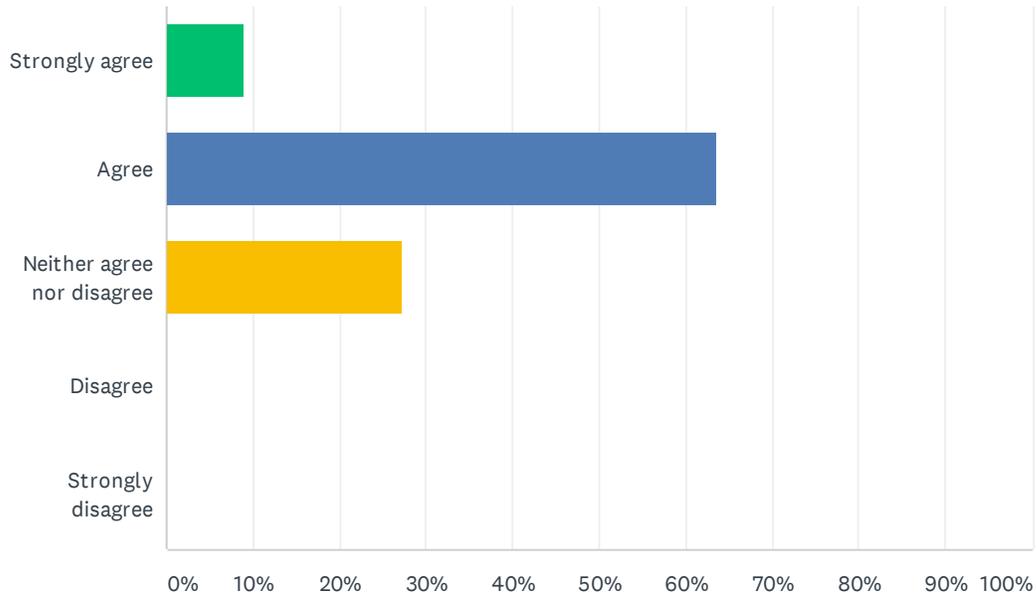


ANSWER CHOICES	RESPONSES	
Strongly agree	27.27%	3
Agree	45.45%	5
Neither agree nor disagree	27.27%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

**Q28 Young people and their families have expressed satisfaction with T120.**

Answered: 11 Skipped: 1

## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES	
Strongly agree	9.09%	1
Agree	63.64%	7
Neither agree nor disagree	27.27%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

**Q29 Are there any issues you've noticed with the delivery of the T120 components? Please provide your comments below.**

Answered: 10   Skipped: 2

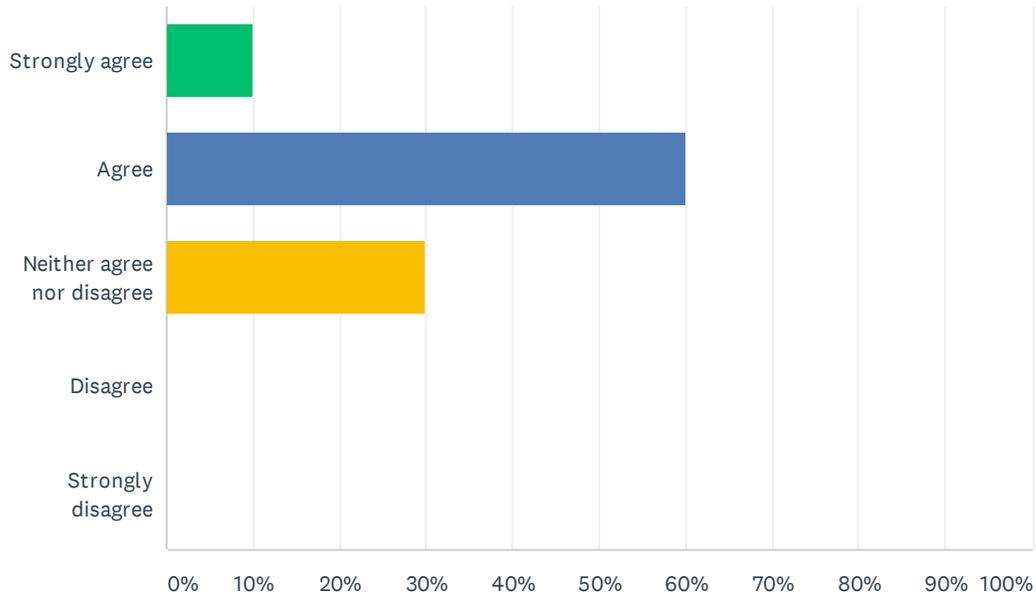
**Q30 Are there any changes that could be made to improve the delivery of the T120 components? Please provide your comments below.**

Answered: 8   Skipped: 4

**Q31 LIG agencies have a shared understanding of their roles and responsibilities.**

Answered: 10   Skipped: 2

## T120 CYO Feedback Survey

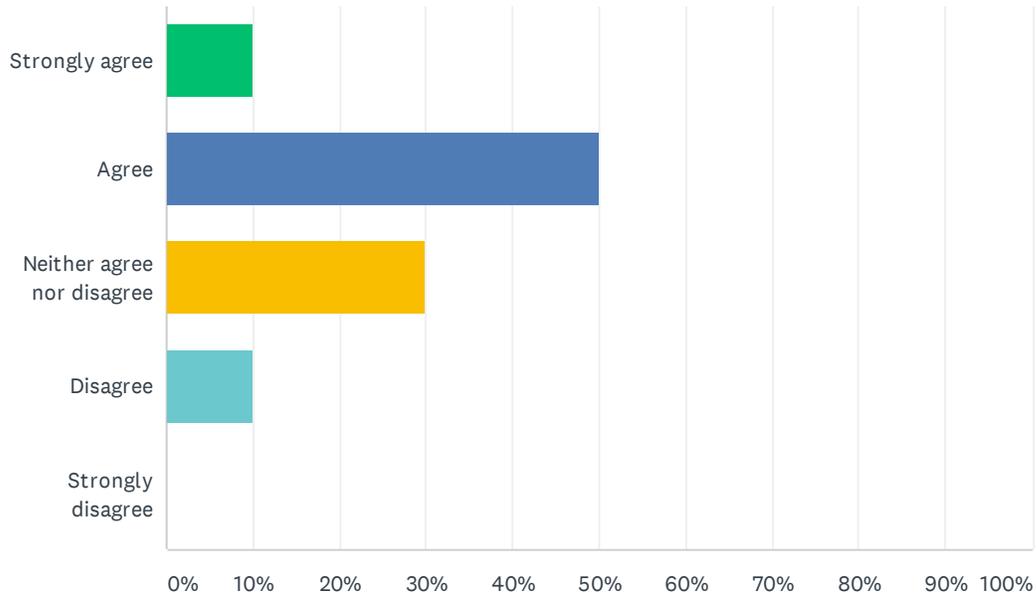


ANSWER CHOICES	RESPONSES	
Strongly agree	10.00%	1
Agree	60.00%	6
Neither agree nor disagree	30.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>10</b>

**Q32 The LIG is collaborating and communicating as needed to support T120.**

Answered: 10   Skipped: 2

## T120 CYO Feedback Survey

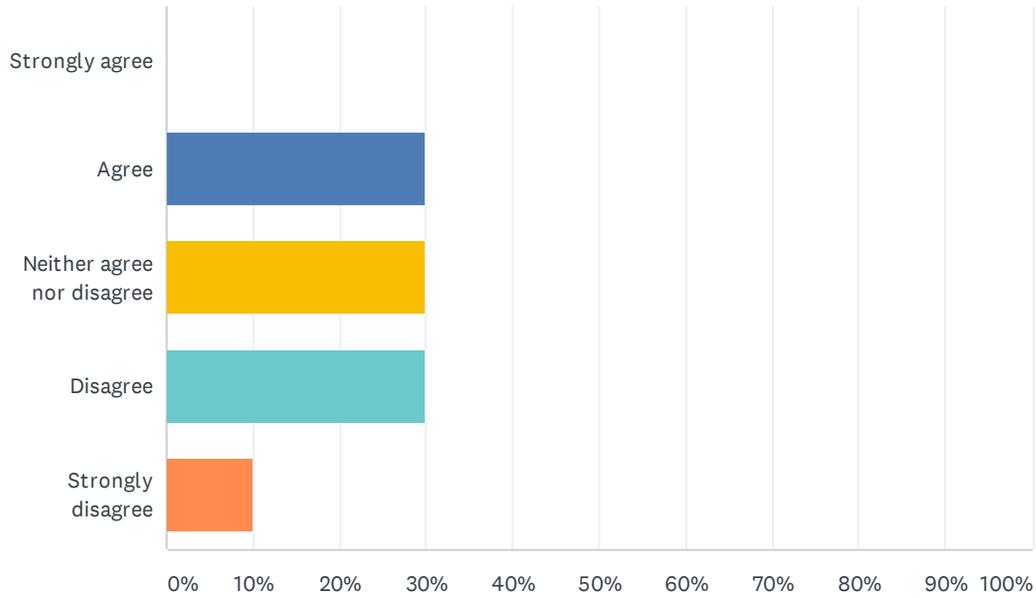


ANSWER CHOICES	RESPONSES	
Strongly agree	10.00%	1
Agree	50.00%	5
Neither agree nor disagree	30.00%	3
Disagree	10.00%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>10</b>

**Q33 Government and non-government agencies are working well together.**

Answered: 10 Skipped: 2

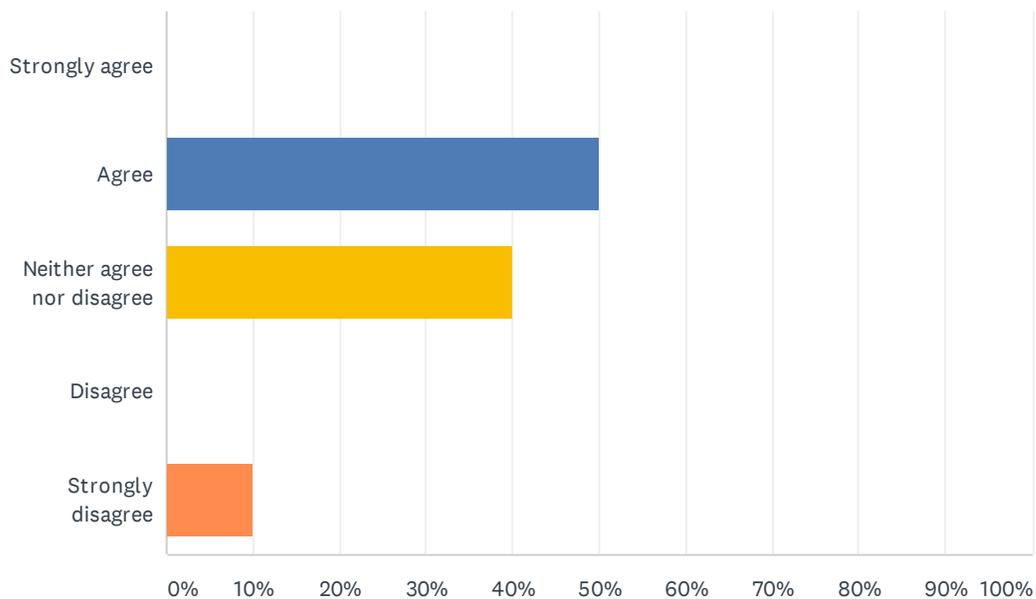
## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES	
Strongly agree	0.00%	0
Agree	30.00%	3
Neither agree nor disagree	30.00%	3
Disagree	30.00%	3
Strongly disagree	10.00%	1
<b>TOTAL</b>		<b>10</b>

Q34 I can link young people and their families to the services they need.

Answered: 10 Skipped: 2

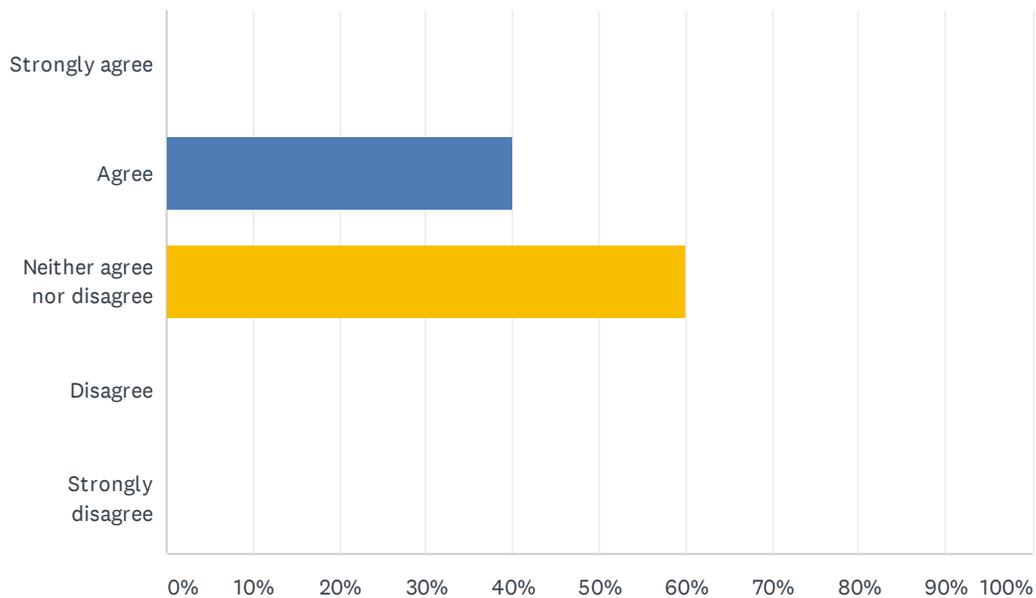


T120 CYO Feedback Survey

ANSWER CHOICES	RESPONSES
Strongly agree	0.00% 0
Agree	50.00% 5
Neither agree nor disagree	40.00% 4
Disagree	0.00% 0
Strongly disagree	10.00% 1
TOTAL	10

**Q35 When I refer a young person or family to a relevant service the referral is accepted.**

Answered: 10 Skipped: 2

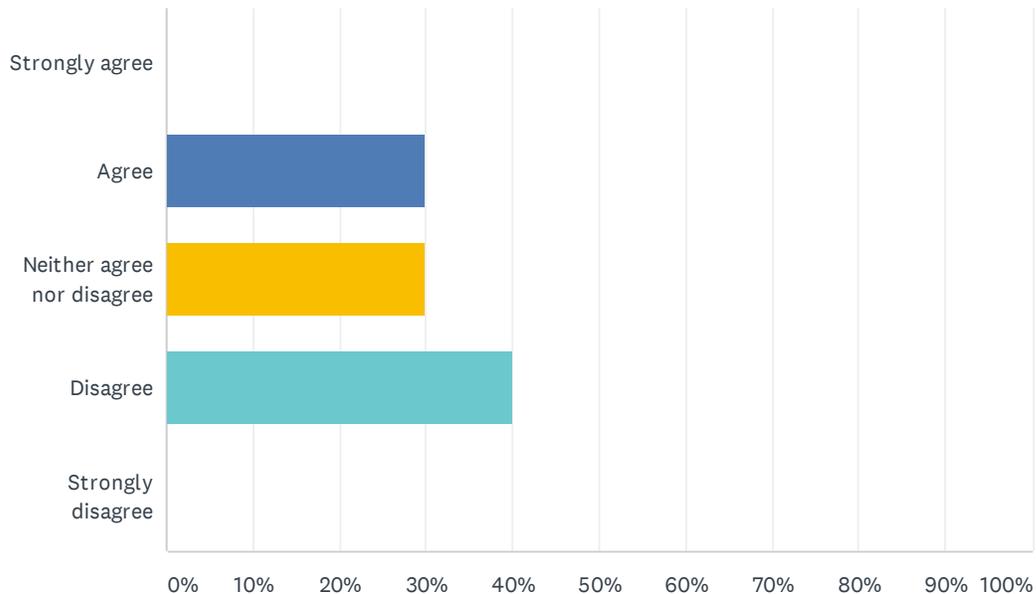


ANSWER CHOICES	RESPONSES
Strongly agree	0.00% 0
Agree	40.00% 4
Neither agree nor disagree	60.00% 6
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	10

**Q36 The Priority Services Policy has allowed T120 participants and families to be prioritised by other government agencies.**

Answered: 10 Skipped: 2

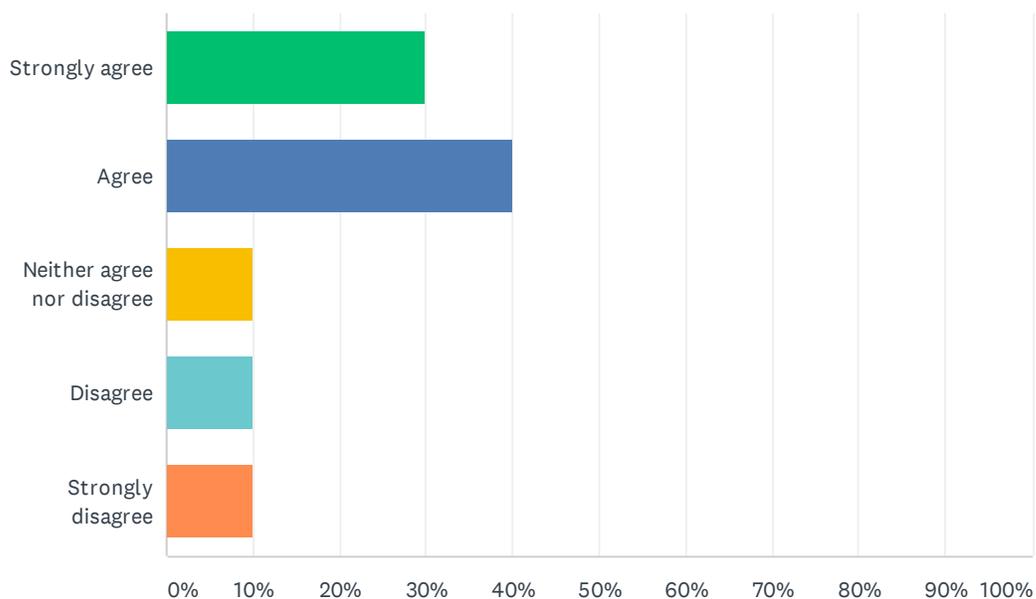
### T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES
Strongly agree	0.00% 0
Agree	30.00% 3
Neither agree nor disagree	30.00% 3
Disagree	40.00% 4
Strongly disagree	0.00% 0
<b>TOTAL</b>	<b>10</b>

Q37 There has been appropriate Aboriginal/CALD consultation at my site.

Answered: 10 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	30.00%	3
Agree	40.00%	4
Neither agree nor disagree	10.00%	1
Disagree	10.00%	1
Strongly disagree	10.00%	1
TOTAL		10

**Q38** Are there any issues you've noticed with interagency collaboration?  
Please provide your comments below.

Answered: 8 Skipped: 4

**Q39** Are there any changes that could be made to improve interagency collaboration? Please provide your comments below.

Answered: 7 Skipped: 5

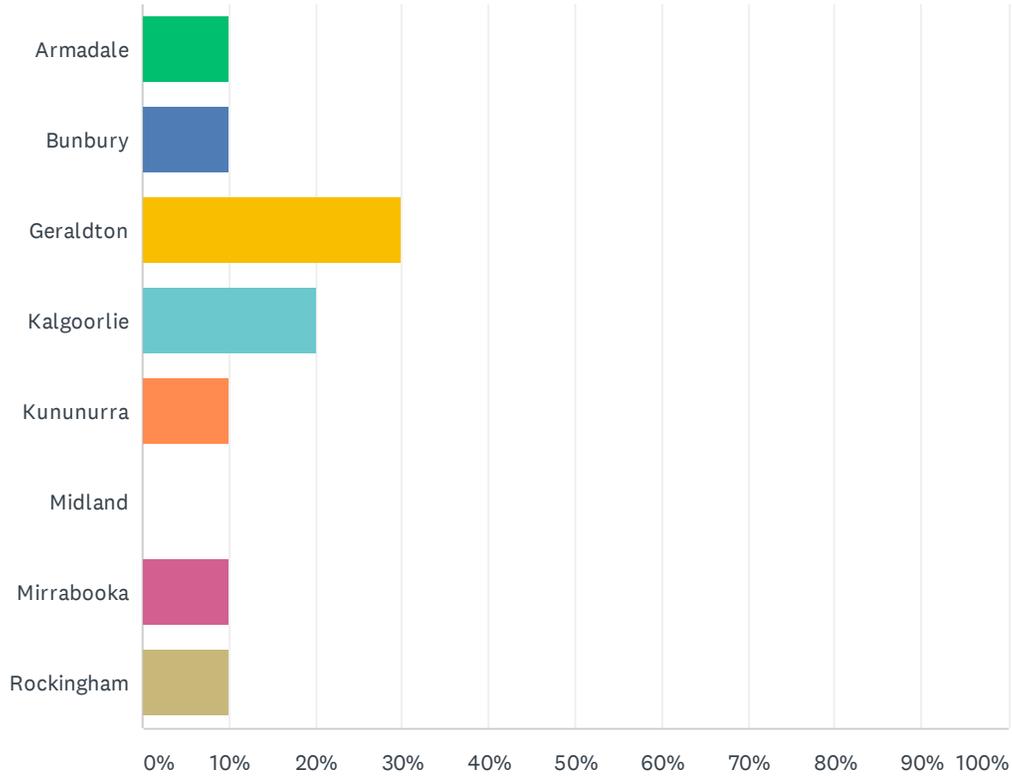
**Q40** Please provide any other information you feel is important to your experiences with T120, however big or small.

Answered: 9 Skipped: 3

**Q41** Which T120 site are you associated with?

Answered: 10 Skipped: 2

## T120 CYO Feedback Survey

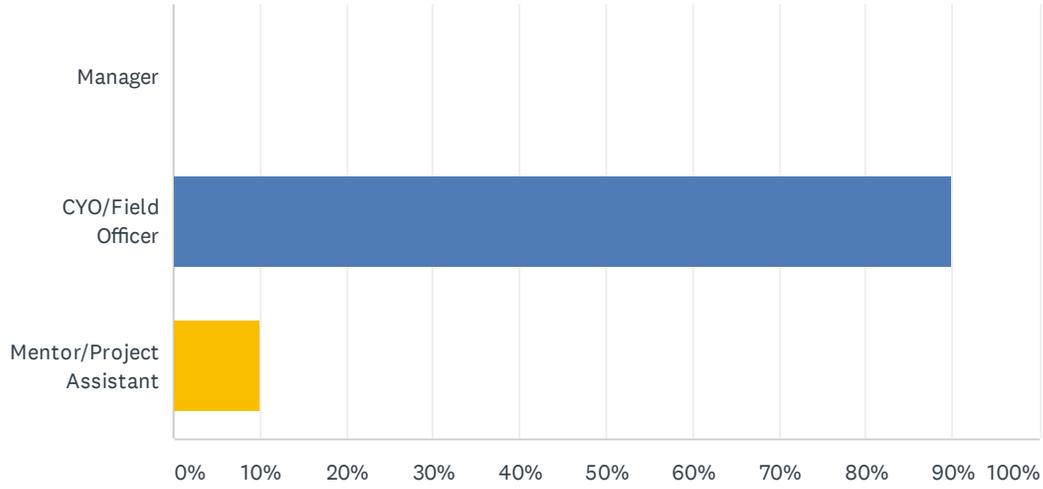


ANSWER CHOICES	RESPONSES
Armadale	10.00% 1
Bunbury	10.00% 1
Geraldton	30.00% 3
Kalgoorlie	20.00% 2
Kununurra	10.00% 1
Midland	0.00% 0
Mirrabooka	10.00% 1
Rockingham	10.00% 1
<b>TOTAL</b>	<b>10</b>

### Q42 Which best describes your position within T120?

Answered: 10 Skipped: 2

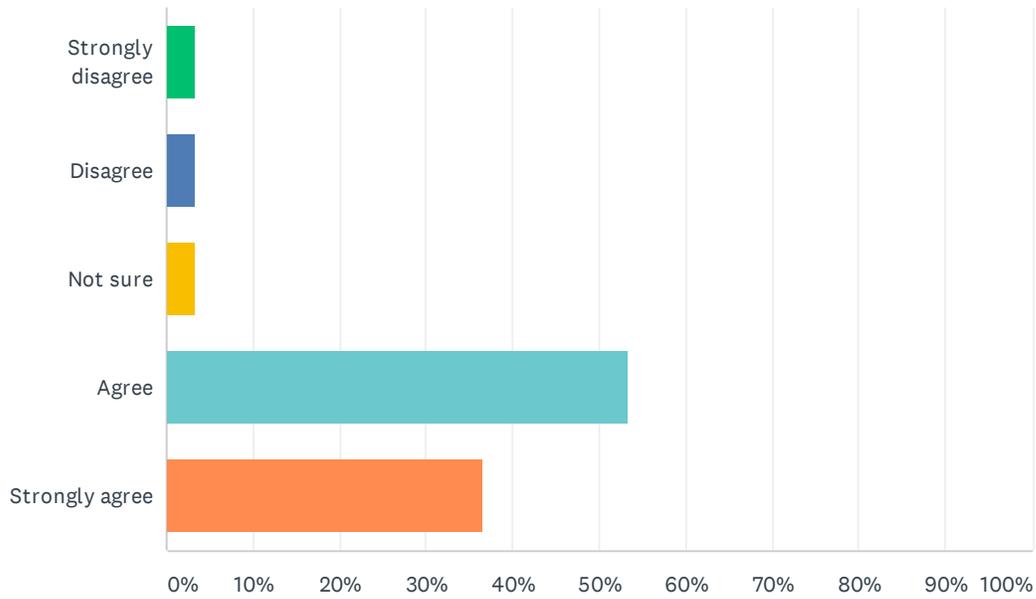
## T120 CYO Feedback Survey



ANSWER CHOICES	RESPONSES
Manager	0.00% 0
CYO/Field Officer	90.00% 9
Mentor/Project Assistant	10.00% 1
TOTAL	10

# Q1 There is a perceived need for the partnership in terms of areas of common interest and complementary capacity.

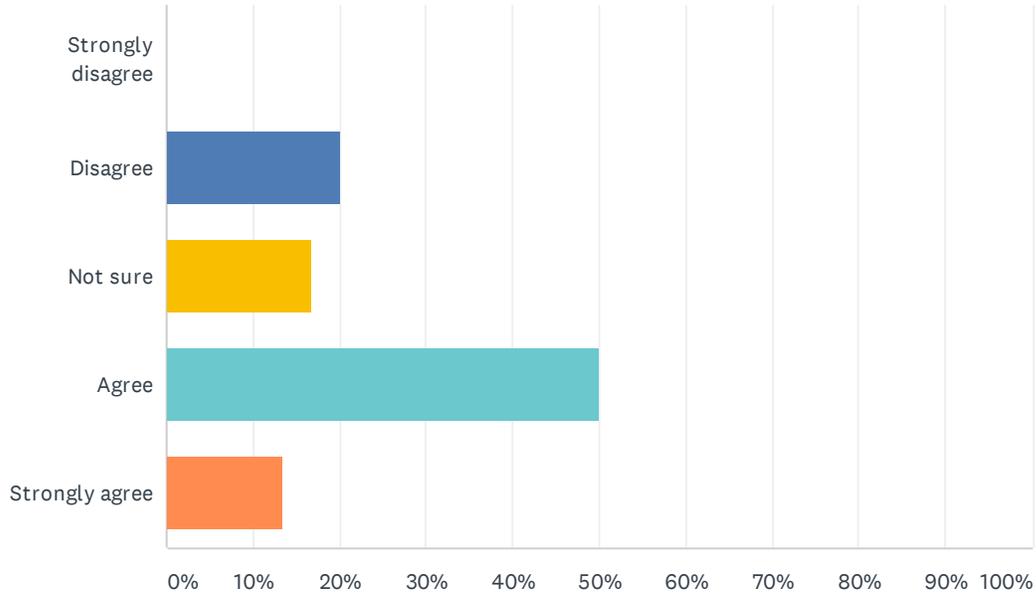
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.33%	1
Disagree	3.33%	1
Not sure	3.33%	1
Agree	53.33%	16
Strongly agree	36.67%	11
<b>TOTAL</b>		<b>30</b>

## Q2 There is a clear goal for the partnership.

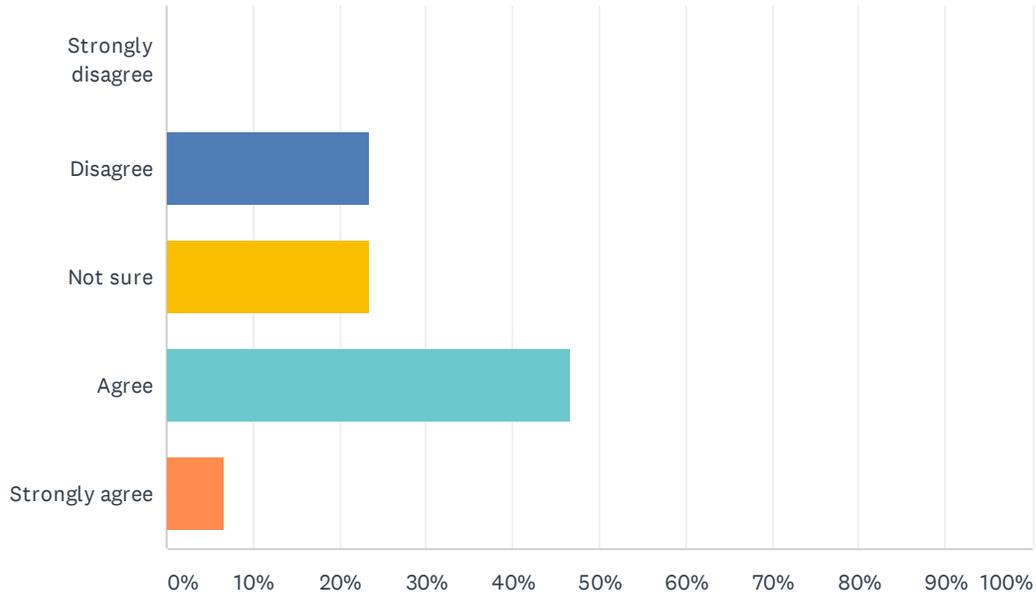
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	20.00%	6
Not sure	16.67%	5
Agree	50.00%	15
Strongly agree	13.33%	4
<b>TOTAL</b>		<b>30</b>

### Q3 There is a shared understanding of, and commitment to, this goal among all potential partners.

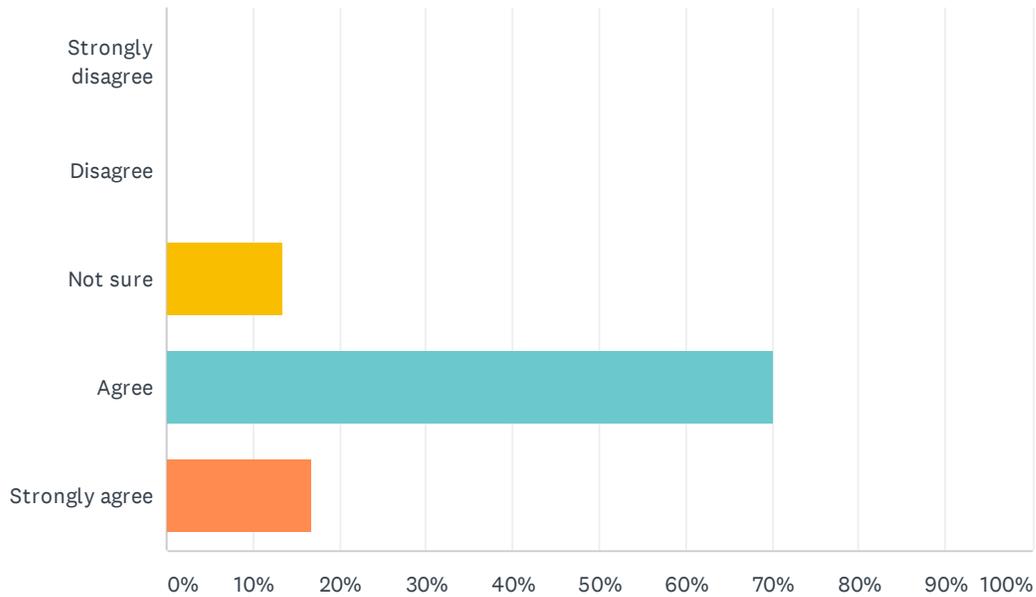
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	23.33%	7
Not sure	23.33%	7
Agree	46.67%	14
Strongly agree	6.67%	2
<b>TOTAL</b>		<b>30</b>

### Q4 The partners are willing to share some of their ideas, resources, influence and power to fulfil the goal.

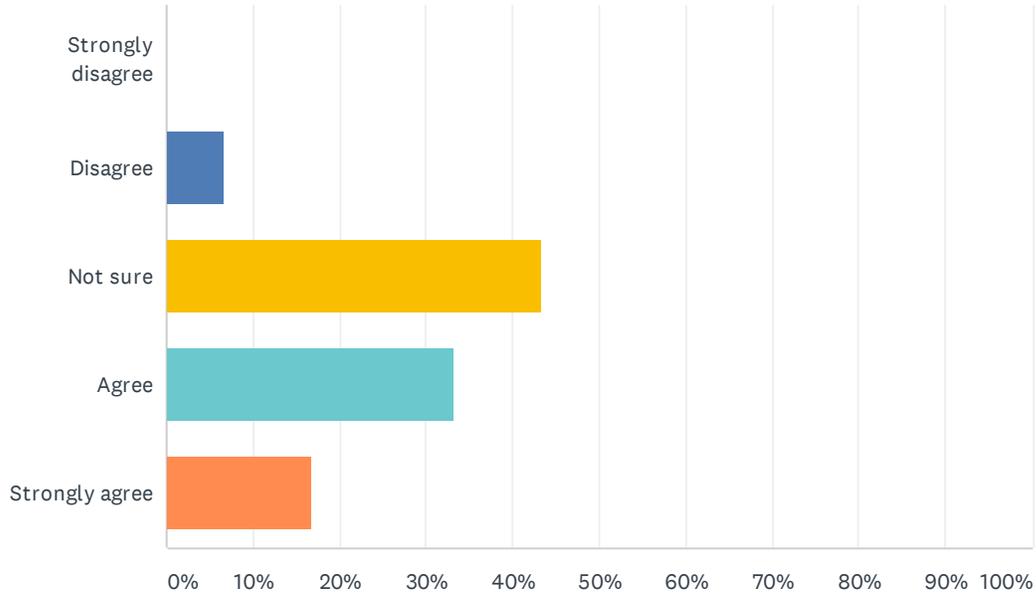
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	0.00%	0
Not sure	13.33%	4
Agree	70.00%	21
Strongly agree	16.67%	5
<b>TOTAL</b>		<b>30</b>

### Q5 The perceived benefit of the partnership outweigh the perceived costs.

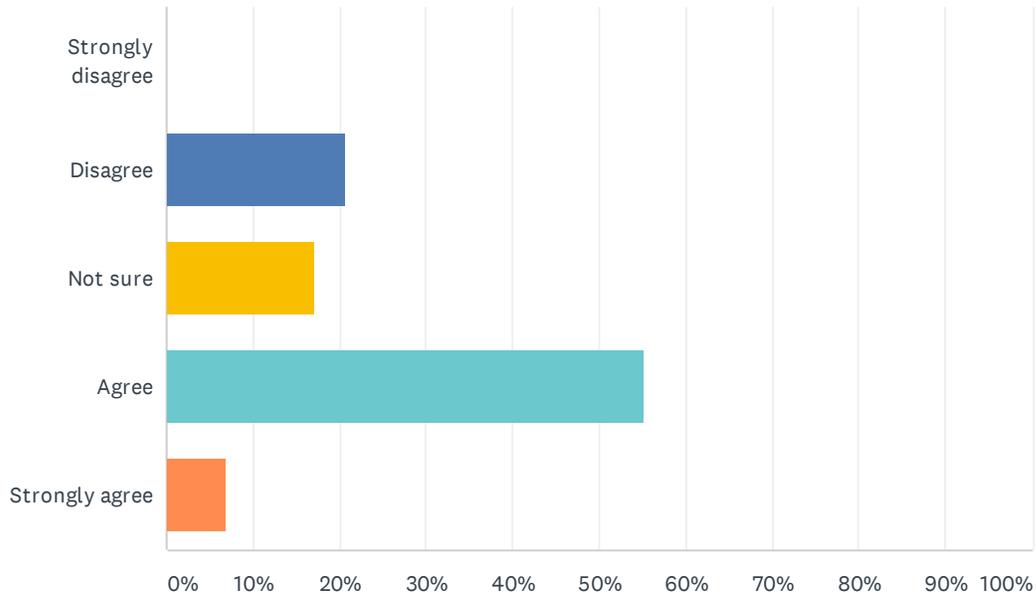
Answered: 30 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	6.67%	2
Not sure	43.33%	13
Agree	33.33%	10
Strongly agree	16.67%	5
<b>TOTAL</b>		<b>30</b>

## Q6 The partners share common ideologies, interests and approaches.

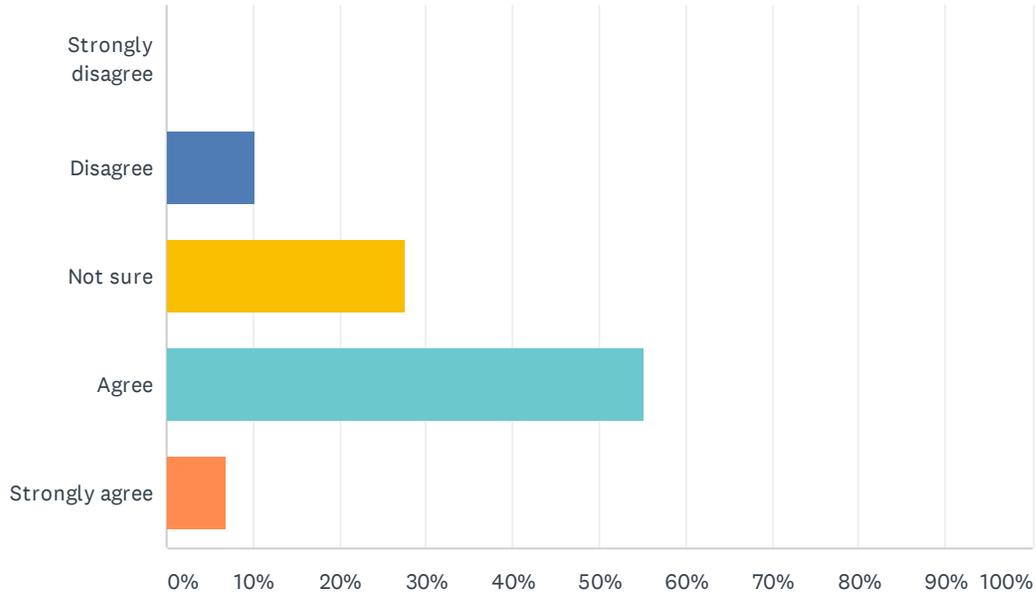
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	20.69%	6
Not sure	17.24%	5
Agree	55.17%	16
Strongly agree	6.90%	2
<b>TOTAL</b>		<b>29</b>

## Q7 The partners see their core business as partially interdependent.

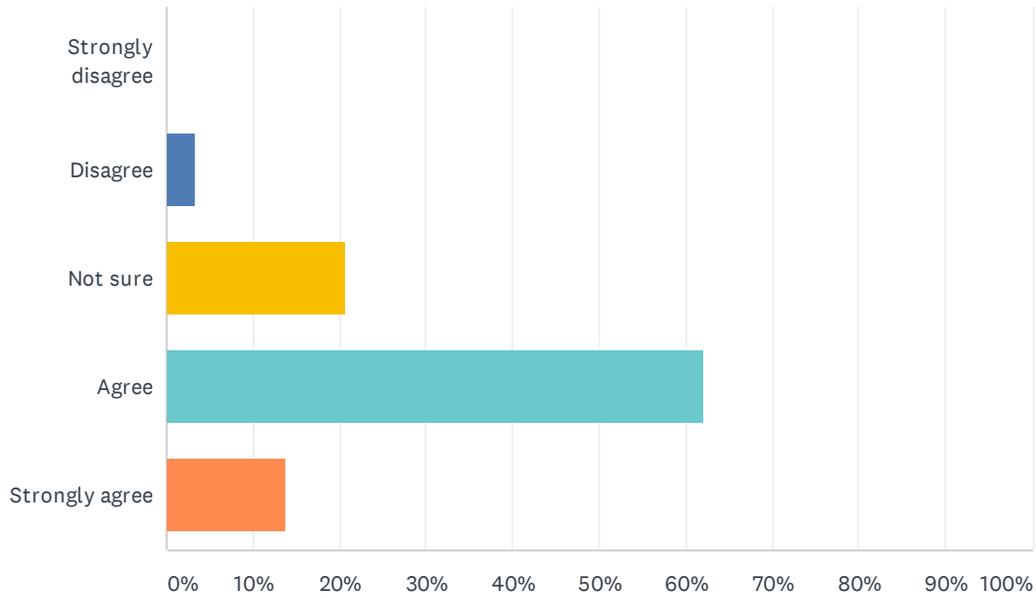
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	10.34%	3
Not sure	27.59%	8
Agree	55.17%	16
Strongly agree	6.90%	2
<b>TOTAL</b>		<b>29</b>

## Q8 There is a history of good relations between the partners.

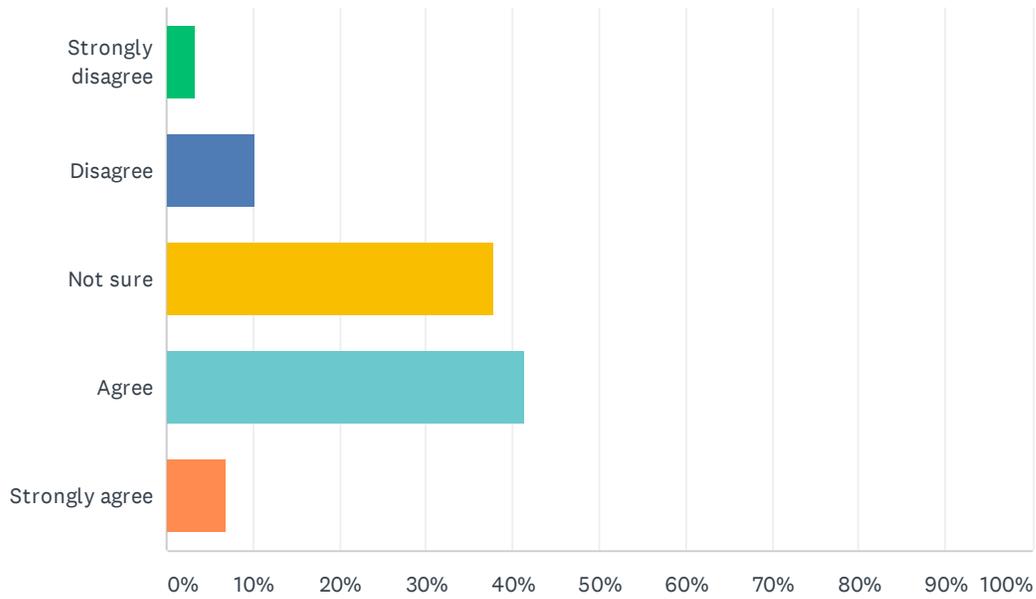
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.45%	1
Not sure	20.69%	6
Agree	62.07%	18
Strongly agree	13.79%	4
<b>TOTAL</b>		<b>29</b>

### Q9 The partnership brings added prestige to the partners individually as well as collectively.

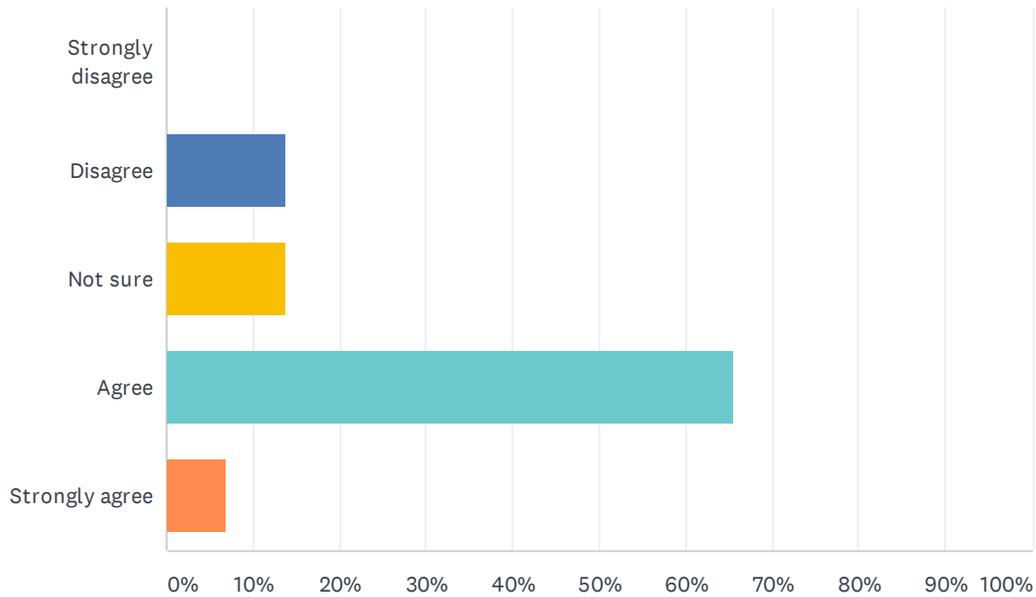
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.45%	1
Disagree	10.34%	3
Not sure	37.93%	11
Agree	41.38%	12
Strongly agree	6.90%	2
<b>TOTAL</b>		<b>29</b>

## Q10 There is enough variety among members to have a comprehensive understanding of the issues being addressed.

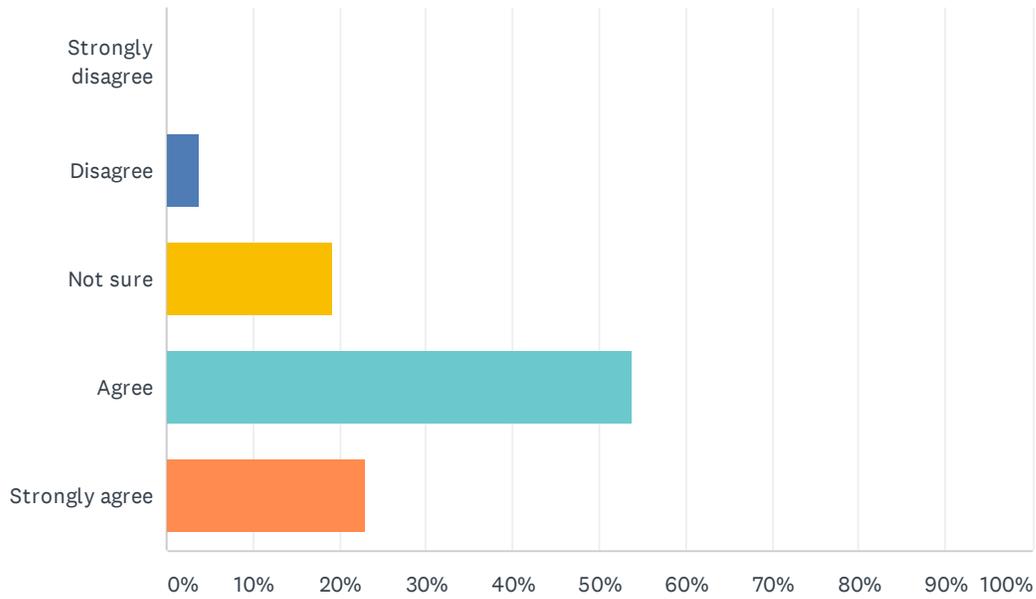
Answered: 29 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	13.79%	4
Not sure	13.79%	4
Agree	65.52%	19
Strongly agree	6.90%	2
<b>TOTAL</b>		<b>29</b>

### Q11 The managers in each organisation (or division) support the partnership.

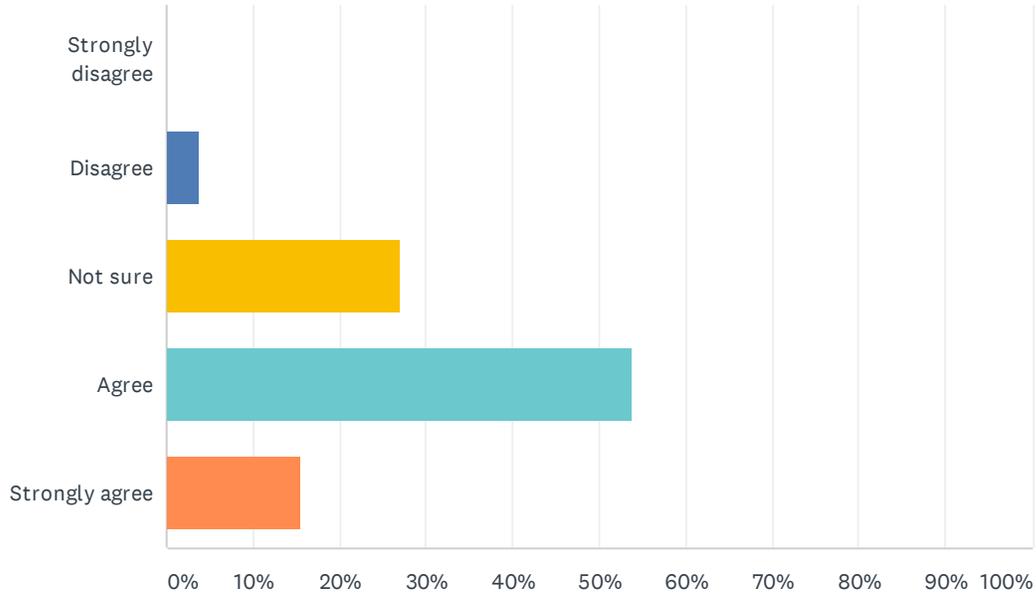
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.85%	1
Not sure	19.23%	5
Agree	53.85%	14
Strongly agree	23.08%	6
<b>TOTAL</b>		<b>26</b>

## Q12 Partners have the necessary skills for collaborative action.

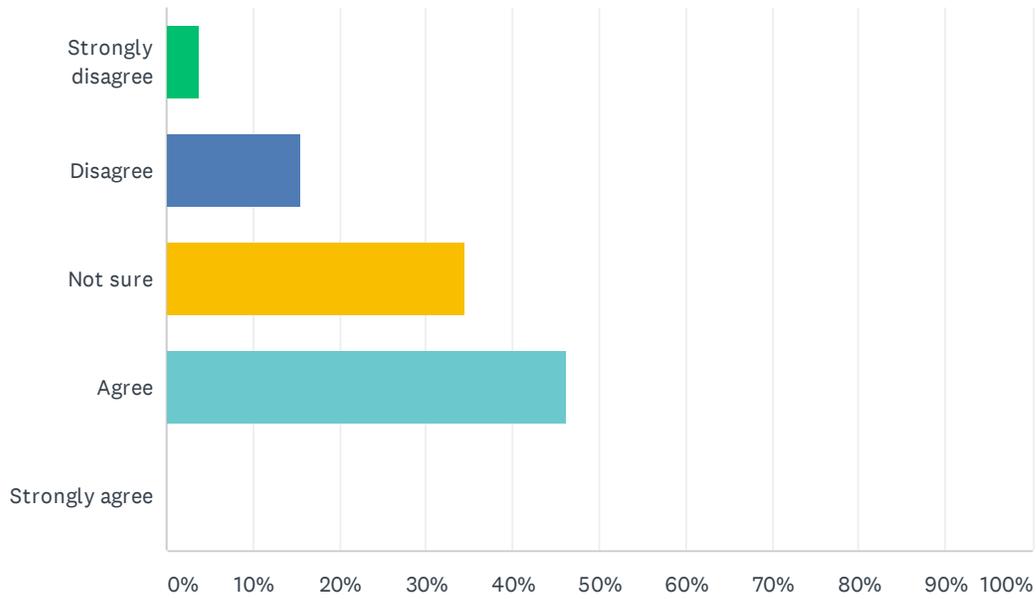
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.85%	1
Not sure	26.92%	7
Agree	53.85%	14
Strongly agree	15.38%	4
<b>TOTAL</b>		<b>26</b>

### Q13 There are strategies to enhance the skills of the partnership through increasing membership or workforce development.

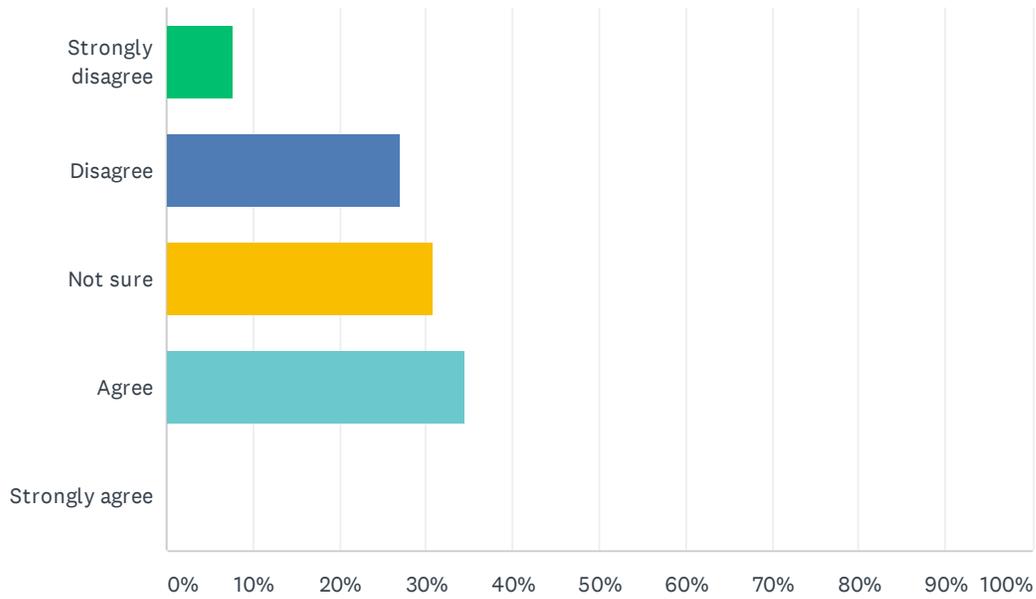
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES
Strongly disagree	3.85% 1
Disagree	15.38% 4
Not sure	34.62% 9
Agree	46.15% 12
Strongly agree	0.00% 0
<b>TOTAL</b>	<b>26</b>

### Q14 The roles, responsibilities and expectations of partners are clearly defined and understood by all other partners.

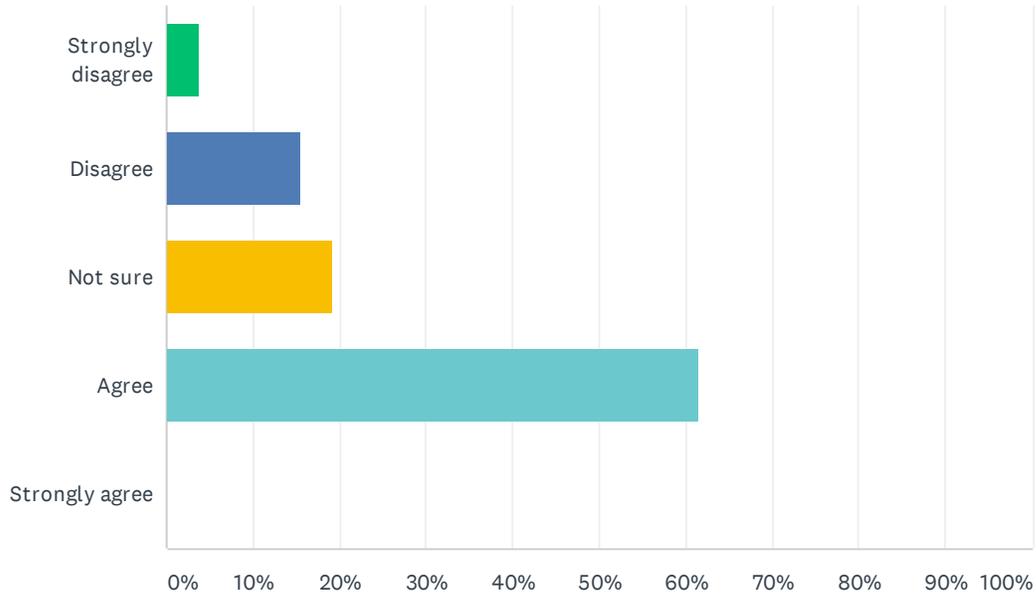
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	7.69%	2
Disagree	26.92%	7
Not sure	30.77%	8
Agree	34.62%	9
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

### Q15 The administrative, communication and decision-making structure of the partnership is as simple as possible.

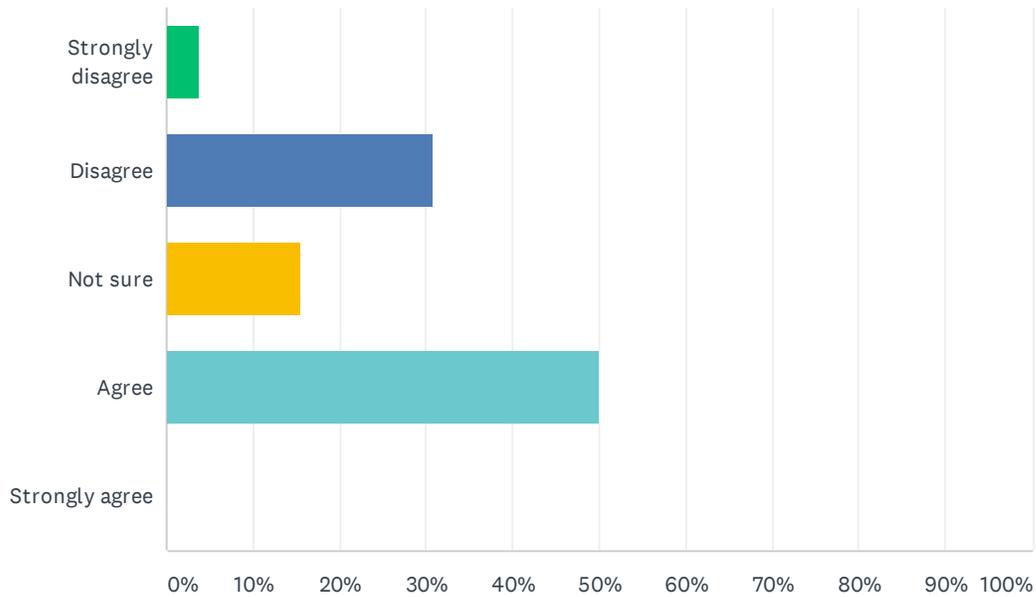
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	15.38%	4
Not sure	19.23%	5
Agree	61.54%	16
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q16 All partners are involved in planning and setting priorities for collaborative action.

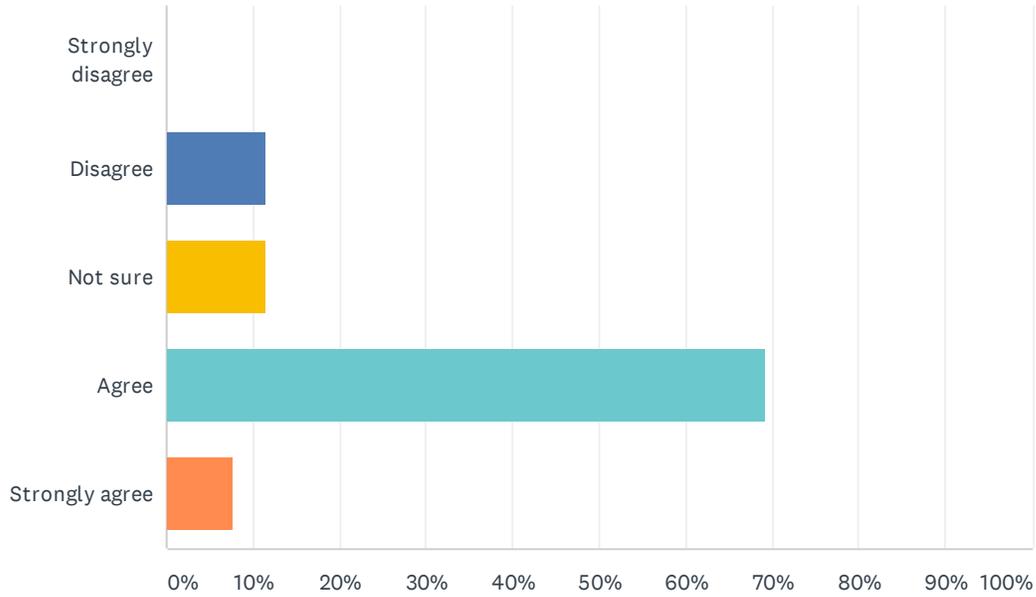
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	30.77%	8
Not sure	15.38%	4
Agree	50.00%	13
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q17 Partners have the task of communicating and promoting the partnership in their own organisations.

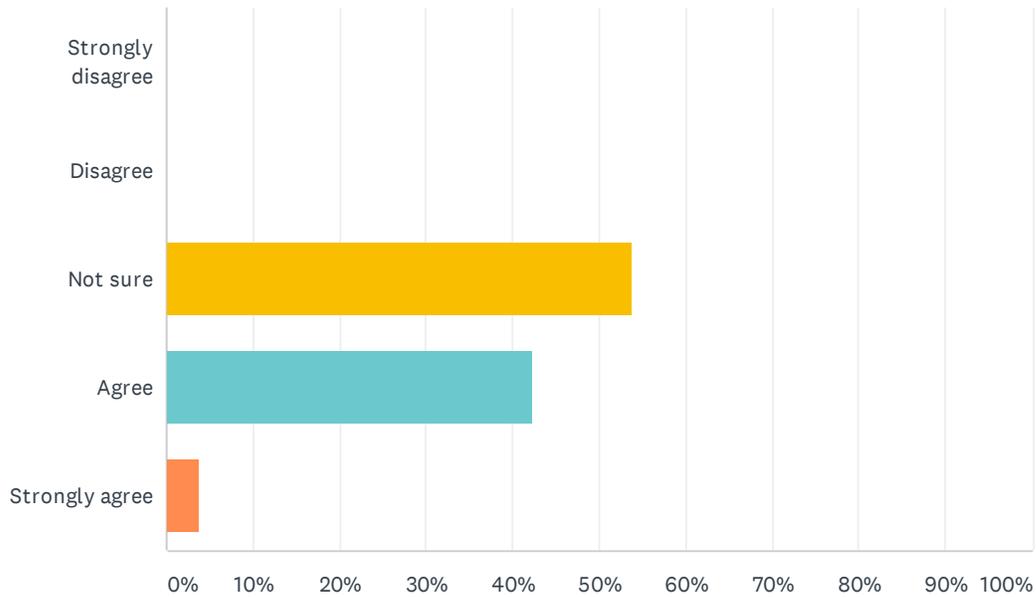
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	11.54%	3
Not sure	11.54%	3
Agree	69.23%	18
Strongly agree	7.69%	2
<b>TOTAL</b>		<b>26</b>

### Q18 Some staff have roles that cross the traditional boundaries that exists between agencies or divisions in the partnership.

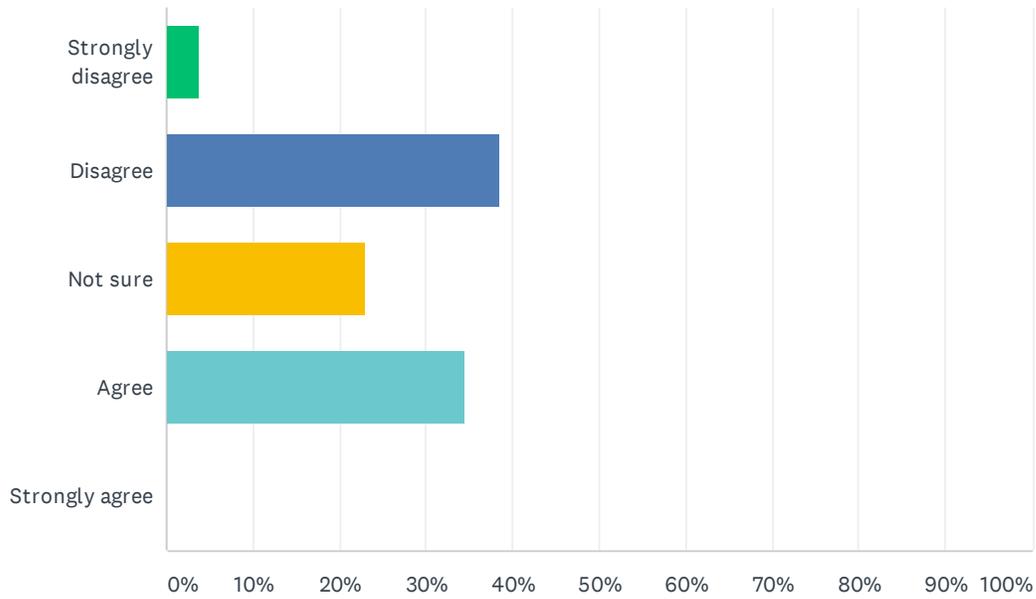
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	0.00%	0
Not sure	53.85%	14
Agree	42.31%	11
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

## Q19 The lines of communication, roles and expectations of partners are clear.

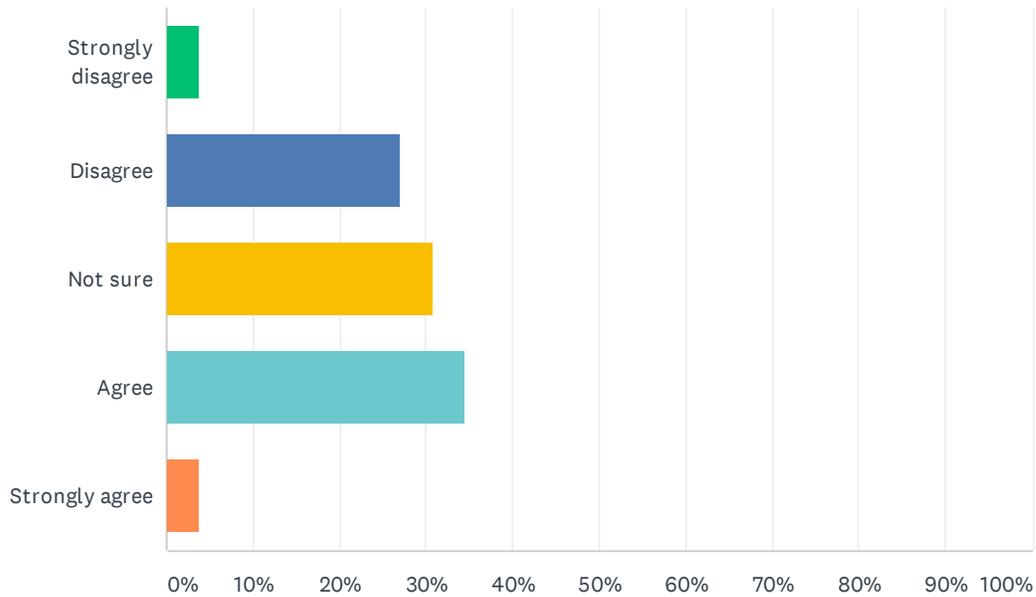
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	38.46%	10
Not sure	23.08%	6
Agree	34.62%	9
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q20 There is a participatory decision-making system that is accountable, responsive and inclusive.

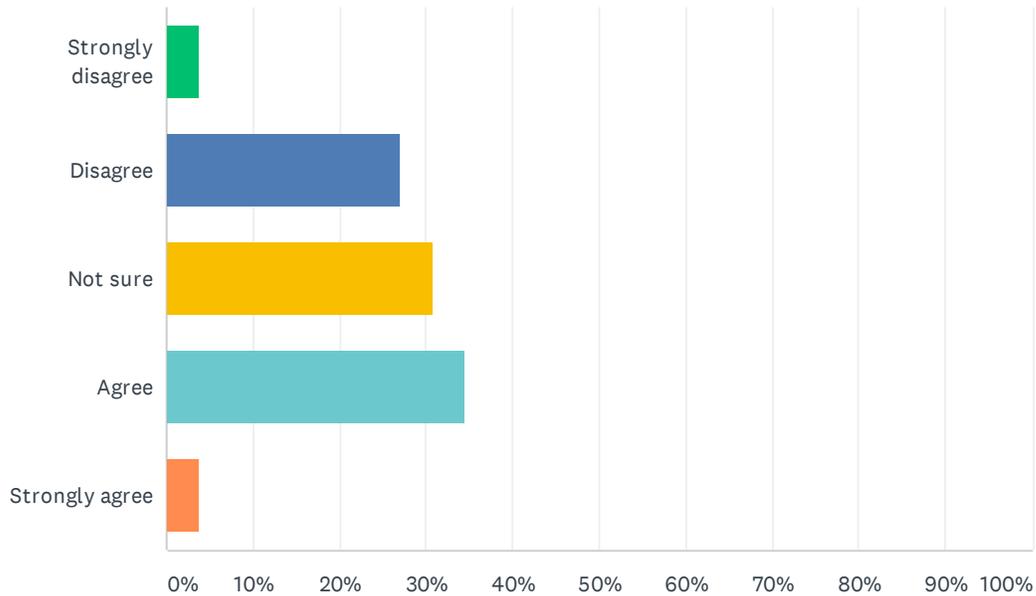
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES
Strongly disagree	3.85% 1
Disagree	26.92% 7
Not sure	30.77% 8
Agree	34.62% 9
Strongly agree	3.85% 1
<b>TOTAL</b>	<b>26</b>

## Q21 Processes that are common across agencies have been standardised (e.g. referral protocols, service standards, data collection and reporting mechanisms).

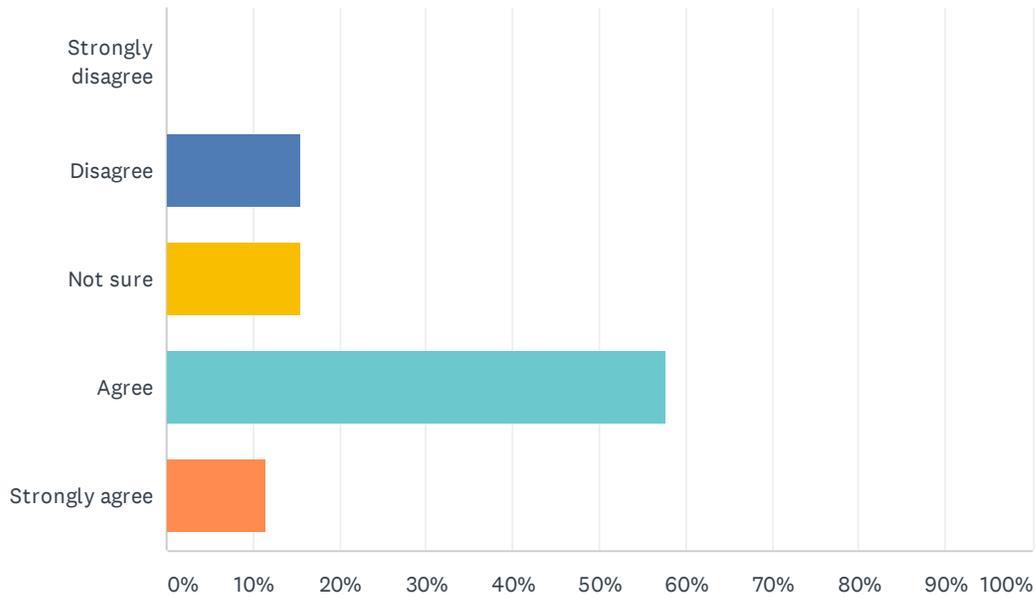
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	26.92%	7
Not sure	30.77%	8
Agree	34.62%	9
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

## Q22 There is an investment in the partnership of time, personnel, materials or facilities.

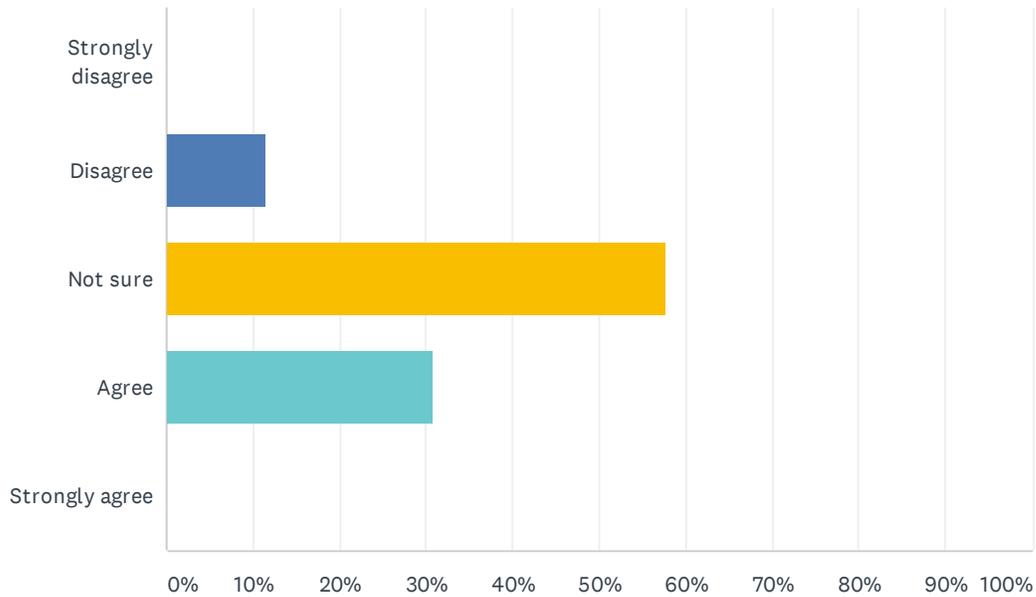
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	15.38%	4
Not sure	15.38%	4
Agree	57.69%	15
Strongly agree	11.54%	3
<b>TOTAL</b>		<b>26</b>

## Q23 Collaborative action by staff and reciprocity between agencies is rewarded by management.

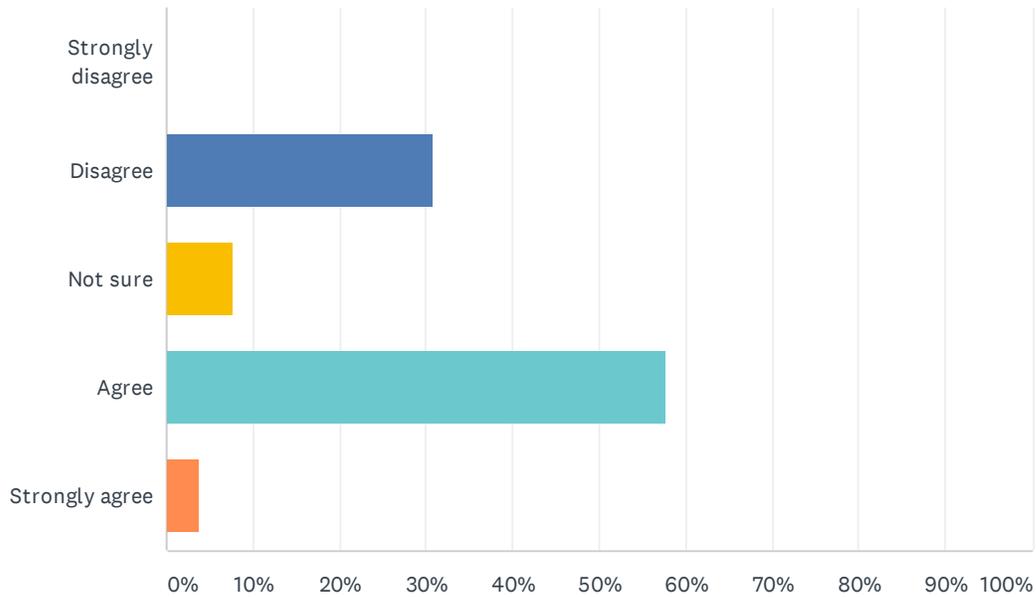
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	11.54%	3
Not sure	57.69%	15
Agree	30.77%	8
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q24 The action is adding value (rather than duplicating services) for the community, clients or agencies involved in the partnership.

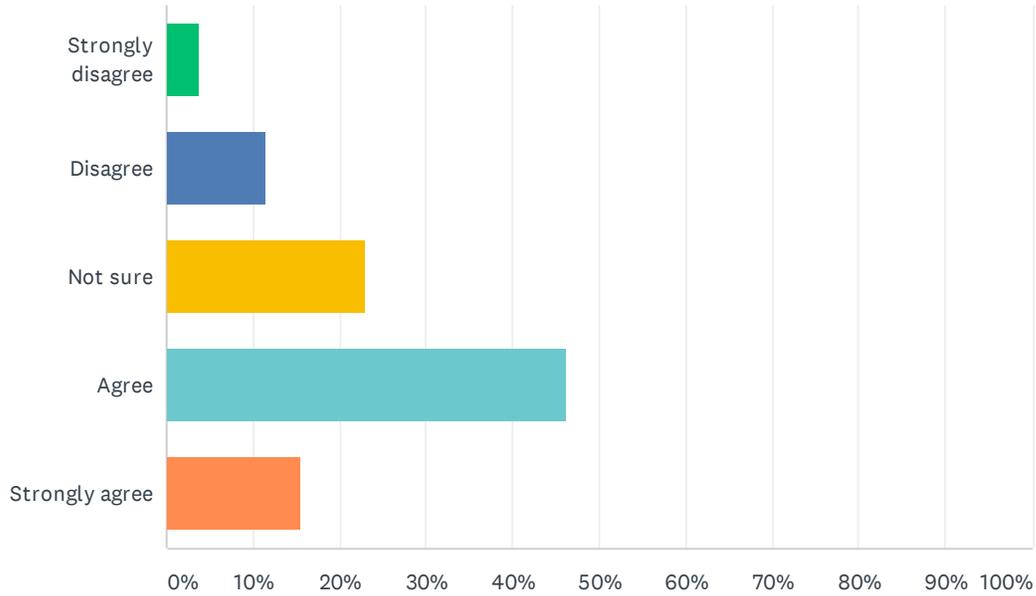
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	30.77%	8
Not sure	7.69%	2
Agree	57.69%	15
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

### Q25 There are regular opportunities for informal and voluntary contact between staff from the different agencies and other members of the partnership.

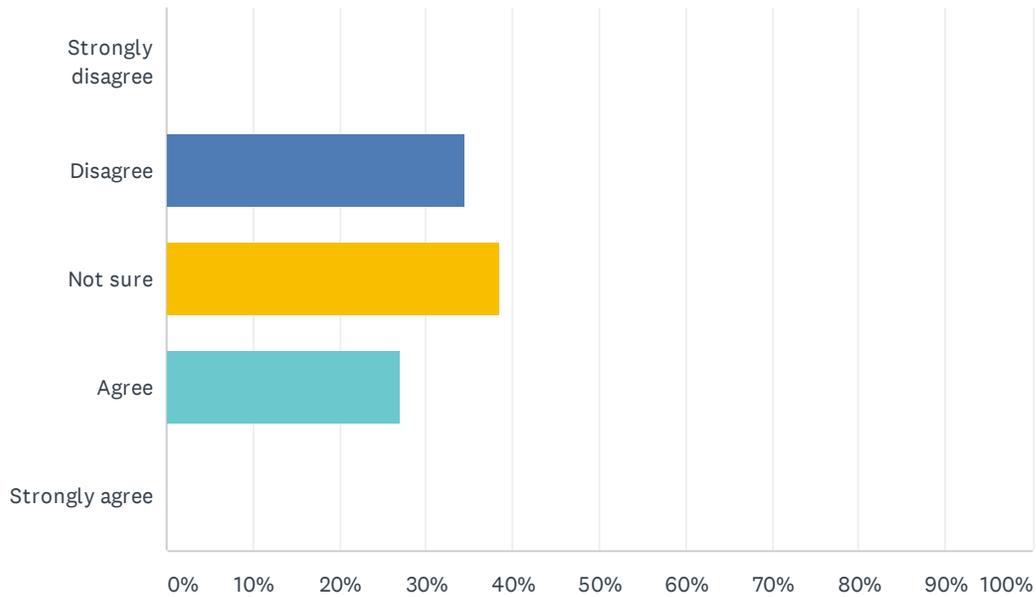
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES
Strongly disagree	3.85% 1
Disagree	11.54% 3
Not sure	23.08% 6
Agree	46.15% 12
Strongly agree	15.38% 4
<b>TOTAL</b>	<b>26</b>

## Q26 Differences in organisational priorities, goals and tasks have been addressed.

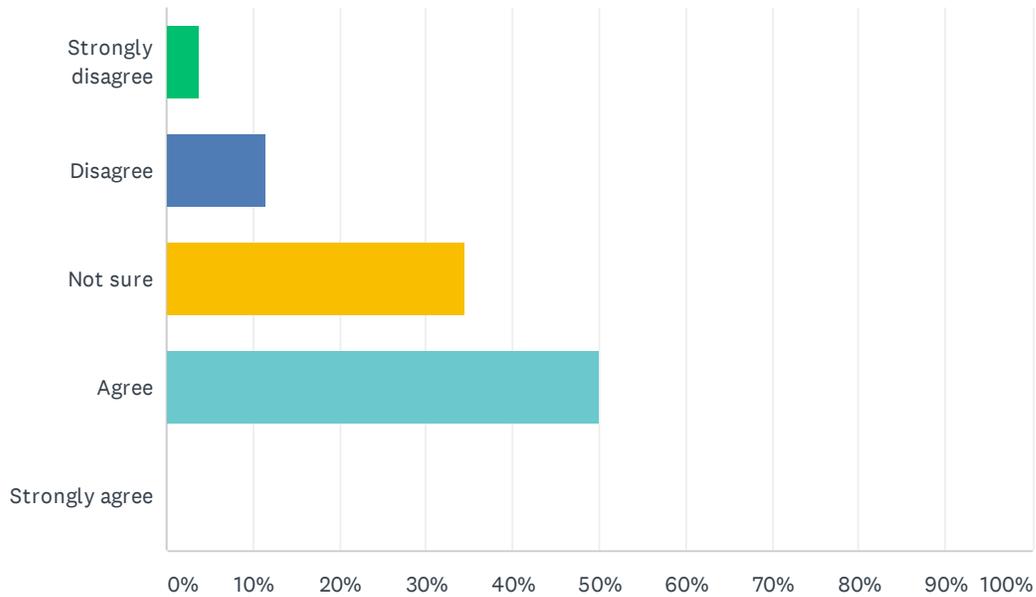
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	34.62%	9
Not sure	38.46%	10
Agree	26.92%	7
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

### Q27 There is a core group of skilled and committed (in terms of the partnership) staff that has continued over the life of the partnership.

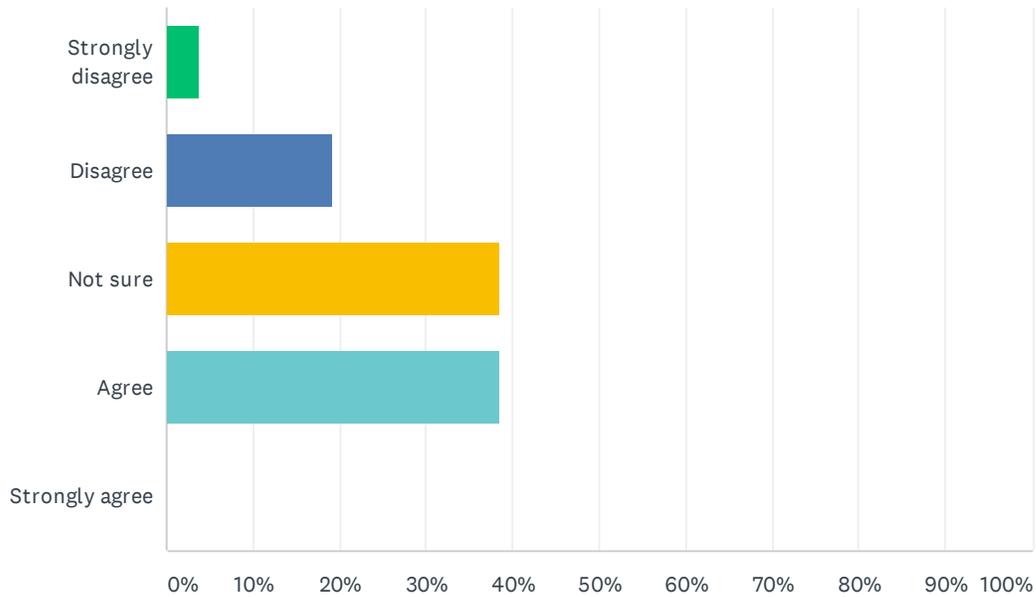
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	11.54%	3
Not sure	34.62%	9
Agree	50.00%	13
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q28 There are formal structures for sharing information and resolving demarcation disputes.

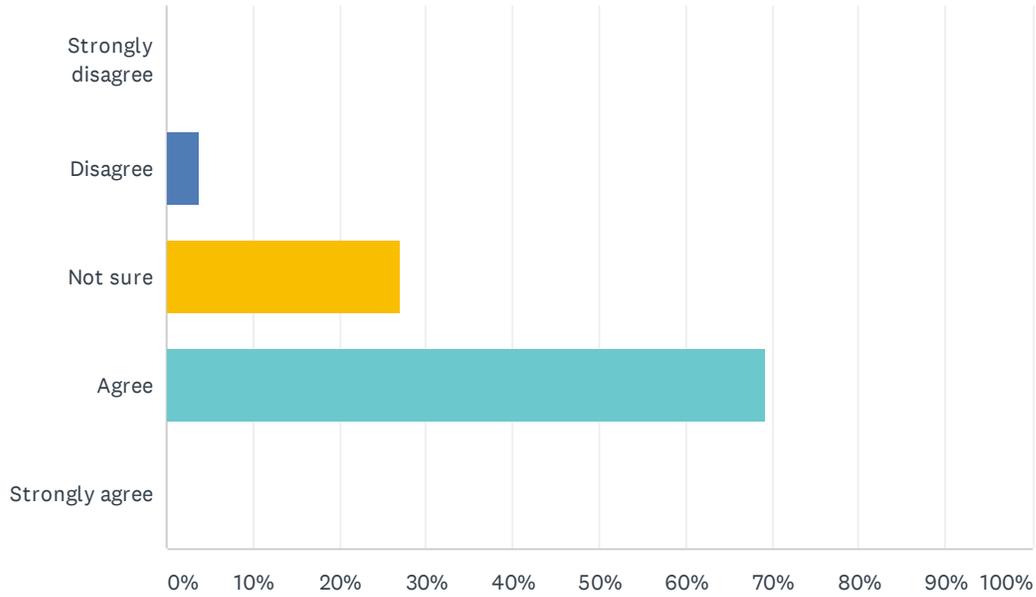
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	3.85%	1
Disagree	19.23%	5
Not sure	38.46%	10
Agree	38.46%	10
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

## Q29 There are informal ways of achieving this (sharing information and resolving demarcation disputes).

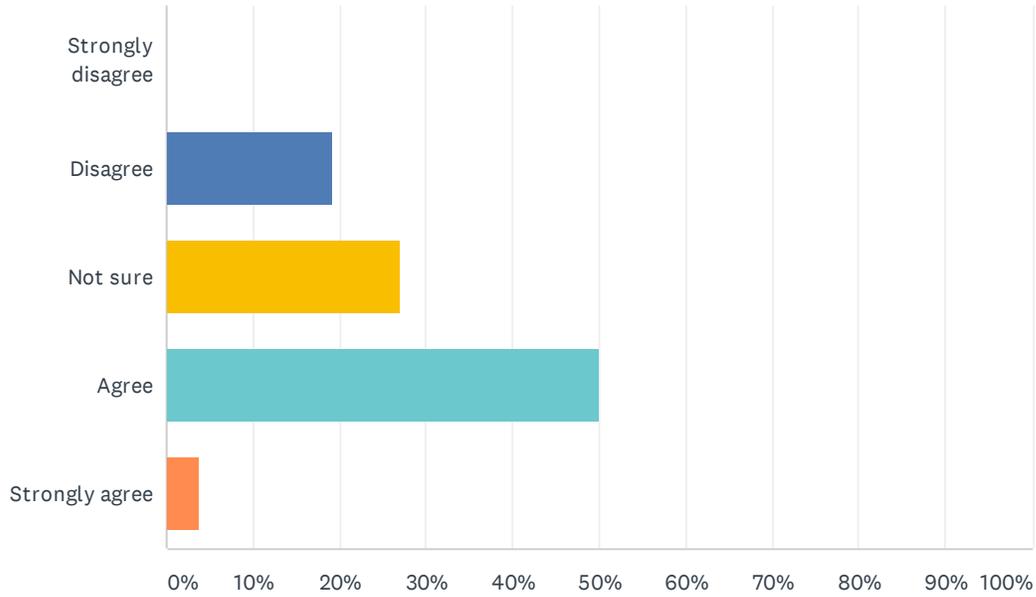
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.85%	1
Not sure	26.92%	7
Agree	69.23%	18
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

### Q30 There are strategies to ensure alternative views are expressed within the partnership.

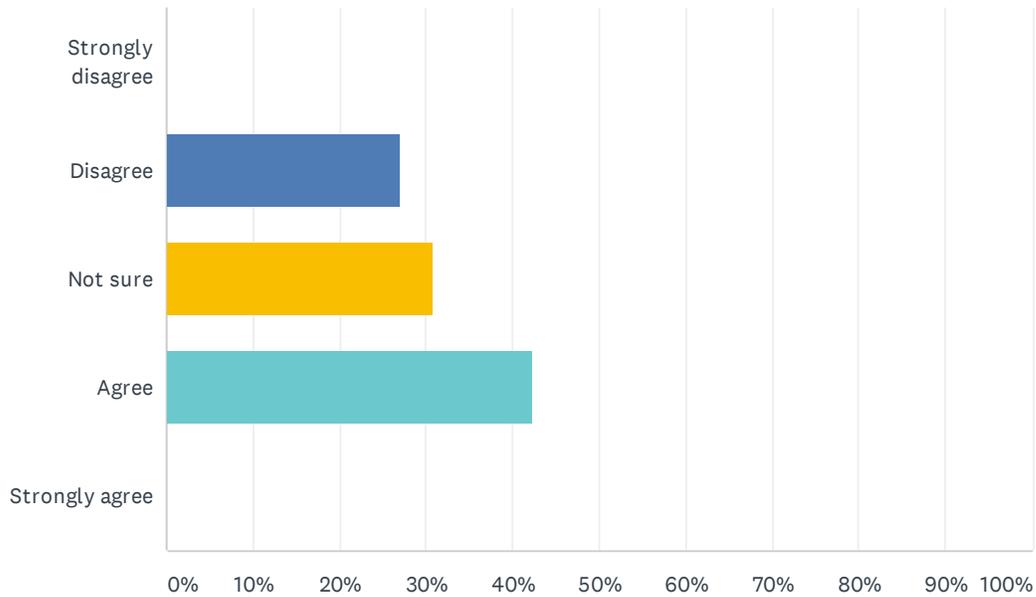
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	19.23%	5
Not sure	26.92%	7
Agree	50.00%	13
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

### Q31 There are processes for recognising and celebrating collective achievements and/or individual contributions.

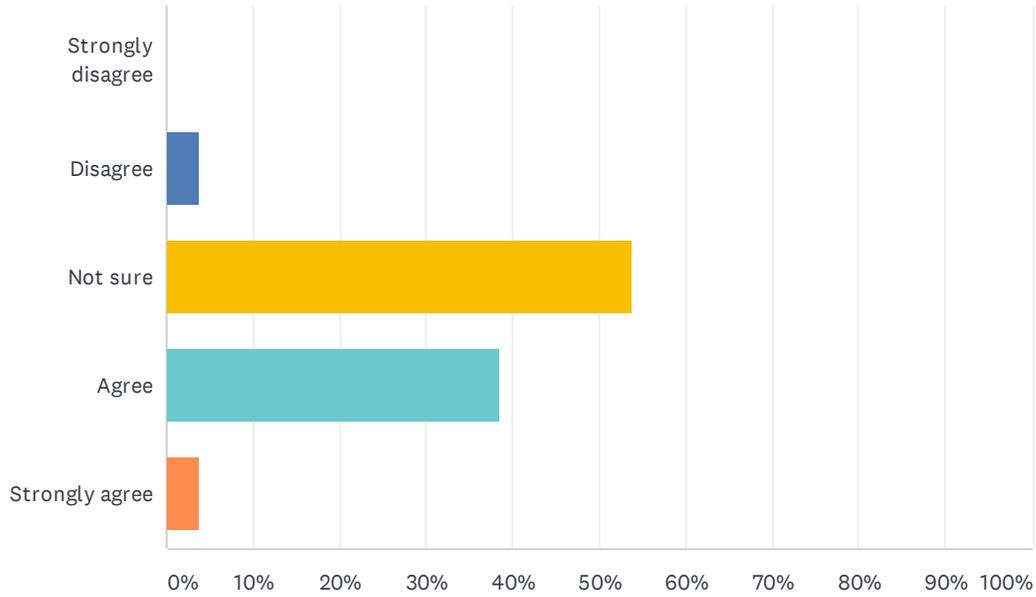
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	26.92%	7
Not sure	30.77%	8
Agree	42.31%	11
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

### Q32 The partnership can demonstrate or document the outcomes of its collective work.

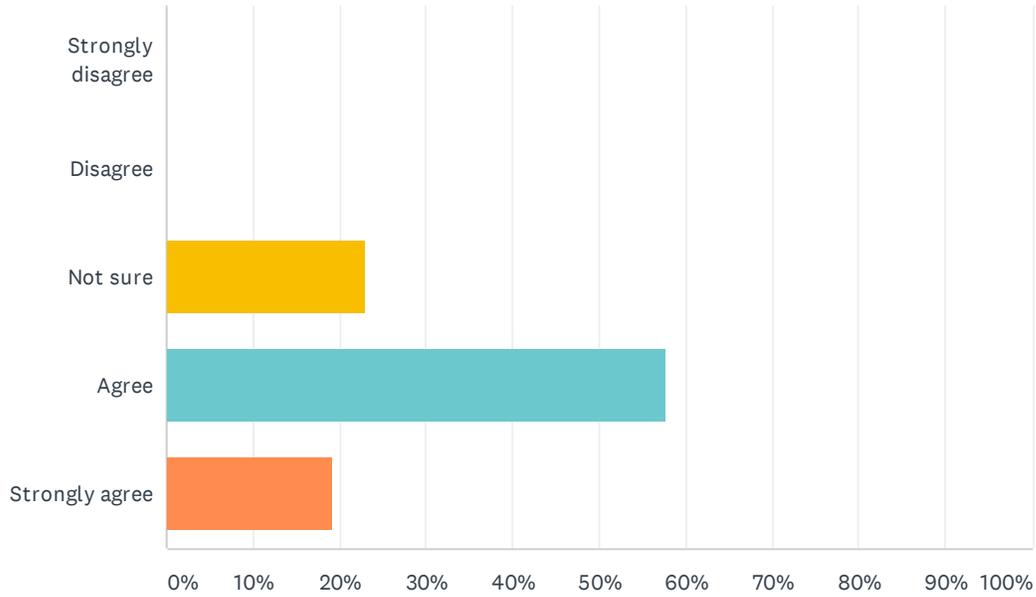
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.85%	1
Not sure	53.85%	14
Agree	38.46%	10
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

### Q33 There is a clear need for and commitment to continuing the collaboration in the medium term.

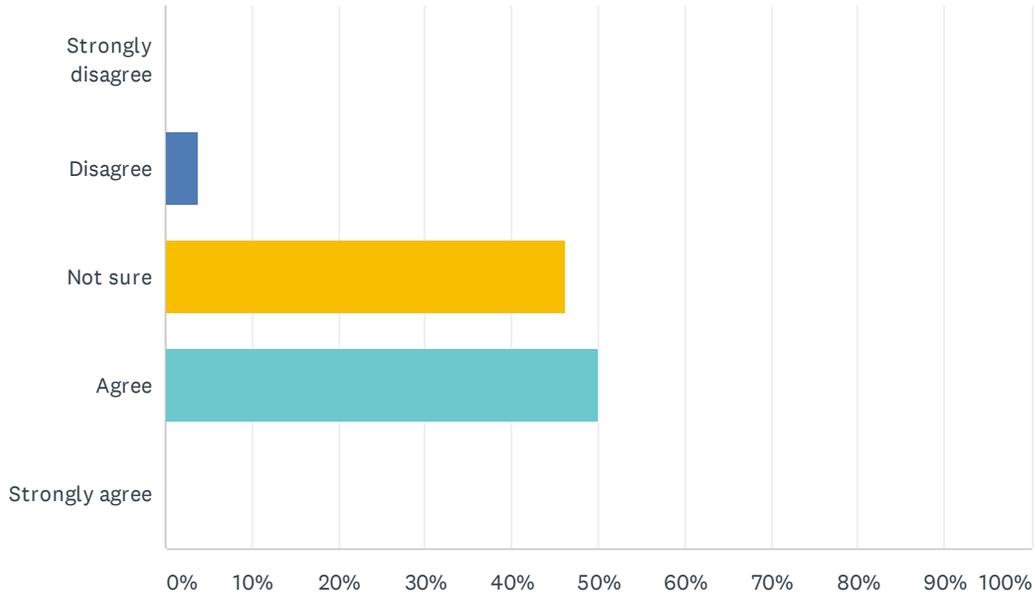
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	0.00%	0
Not sure	23.08%	6
Agree	57.69%	15
Strongly agree	19.23%	5
<b>TOTAL</b>		<b>26</b>

### Q34 There are resources available from either internal or external sources to continue the partnership.

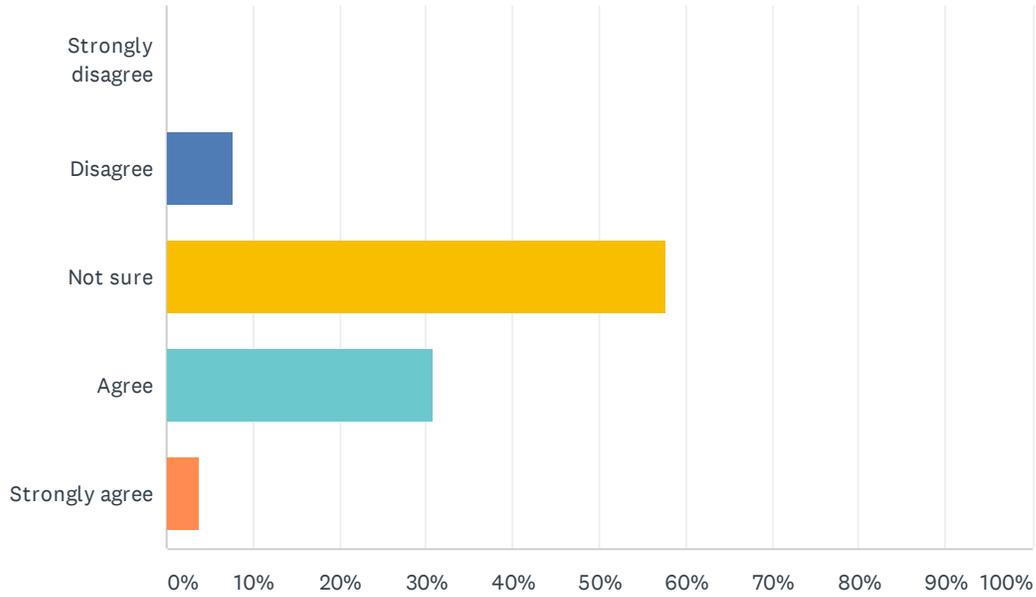
Answered: 26 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	3.85%	1
Not sure	46.15%	12
Agree	50.00%	13
Strongly agree	0.00%	0
<b>TOTAL</b>		<b>26</b>

### Q35 There is a way of reviewing the range of partners and bringing in new members of removing some.

Answered: 26 Skipped: 4



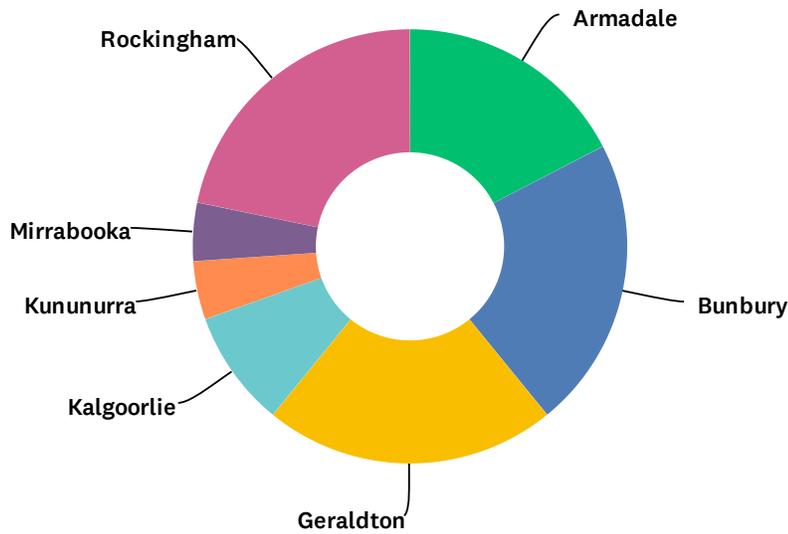
ANSWER CHOICES	RESPONSES	
Strongly disagree	0.00%	0
Disagree	7.69%	2
Not sure	57.69%	15
Agree	30.77%	8
Strongly agree	3.85%	1
<b>TOTAL</b>		<b>26</b>

**Q36 Is there anything else related to the T120 interagency groups that you feel is relevant to the current evaluation? Please provide your comments below.**

Answered: 10 Skipped: 20

### Q37 Which T120 site are you associated with?

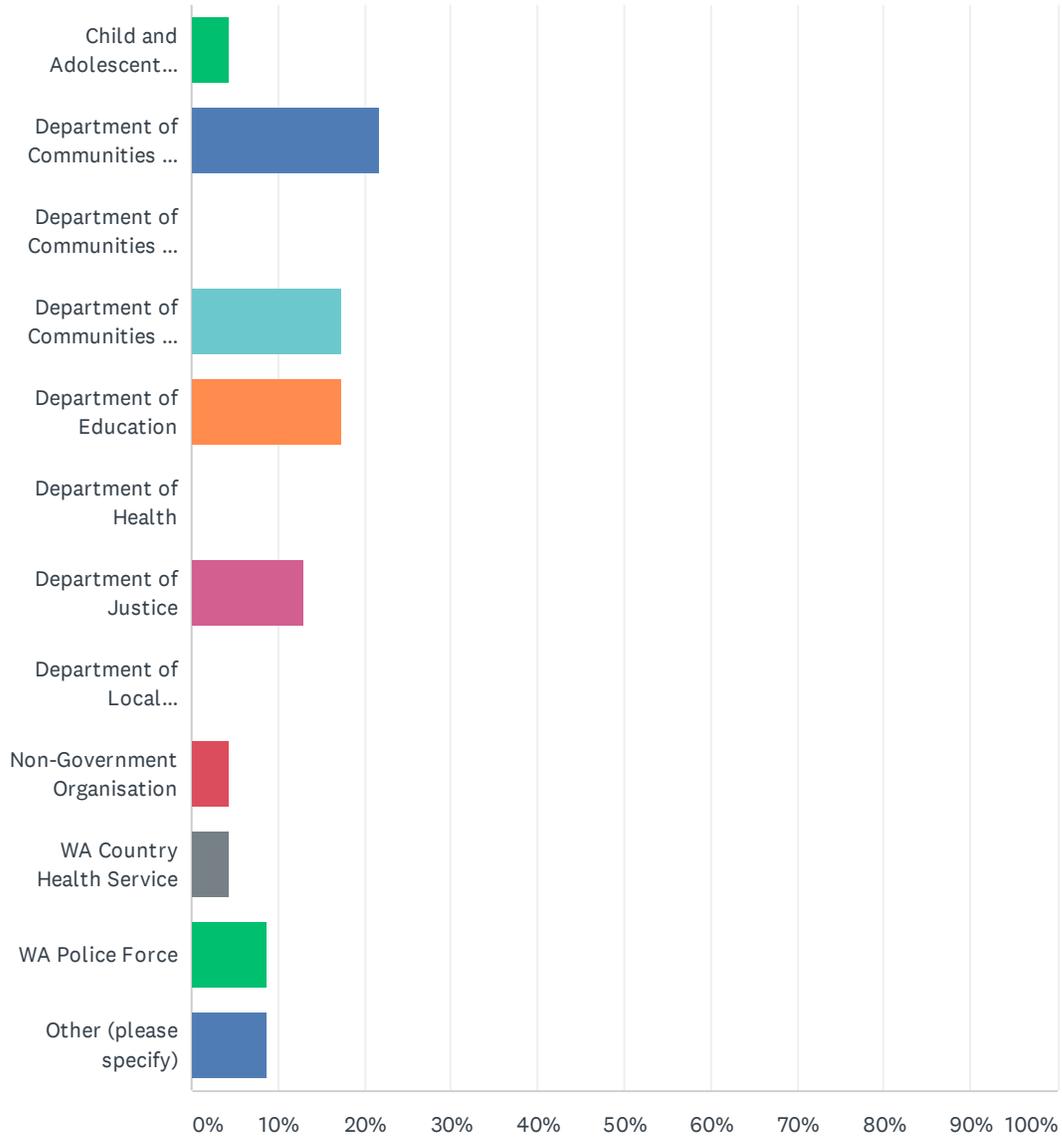
Answered: 23 Skipped: 7



ANSWER CHOICES	RESPONSES	
Armadale	17.39%	4
Bunbury	21.74%	5
Geraldton	21.74%	5
Kalgoorlie	8.70%	2
Kununurra	4.35%	1
Mirrabooka	4.35%	1
Rockingham	21.74%	5
<b>TOTAL</b>		<b>23</b>

### Q38 Which agency are you associated with?

Answered: 23 Skipped: 7



## T120 Interagency Partnership Survey

ANSWER CHOICES	RESPONSES	
Child and Adolescent Health Service	4.35%	1
Department of Communities - CPFS	21.74%	5
Department of Communities - Disability Services	0.00%	0
Department of Communities - Housing	17.39%	4
Department of Education	17.39%	4
Department of Health	0.00%	0
Department of Justice	13.04%	3
Department of Local Government, Sport and Cultural Industries	0.00%	0
Non-Government Organisation	4.35%	1
WA Country Health Service	4.35%	1
WA Police Force	8.70%	2
Other (please specify)	8.70%	2
<b>TOTAL</b>		<b>23</b>