

Section 1 North West Welfare Alliance Overview

Alliance Mission Statement

Through collaboration with each other and with all levels of Government the NWWA seeks to develop a responsive and robust service system which provides quality services for children, young people and their families in the North and West Metropolitan Region (NWMR).

Objectives of the Alliance

The NWWA has three major objectives in relation to community services in the Northern and Western Metropolitan region:

Advocacy

- To identify and plan strategic responses to emerging issues of concern to communities in the NWMR
- To advocate for a sustainable service delivery system that is built on full cost recovery to the CSOs delivering services to communities in the NWMR
- To influence social policy development ensuring that the voice of all CSOs in the NWMR is heard.

Social Policy & Planning

- To continuously monitor and review the service system to identify gaps and emerging community needs
- To work in partnership with each other and all levels of Government to respond to identified service gaps
- To build capacity within communities across the NWMR to respond to emerging community needs

Information Exchange

- To promote open exchange of information
- Define clear pathways and goal setting for strong communication between

Principles of Alliance

The members of the Alliance will:

- Work collaboratively in an environment of mutual respect, honesty, transparency and accountability
- Value and respect diversity and difference
- Utilise consensual decision making processes where practical, respecting individual agencies' governance arrangements
- Develop a positive working relationship with all levels of government and other stakeholders
- Respect confidentiality between members.

Membership and Representation

Membership is open to organisations in the North and West Metropolitan Region who provide services for children, young people and their families. Senior staff or their delegate in matters who are committed and have the executive authority to attend, participate, share information and commit their organisation to negotiated courses of action represent organisations.

Organisation	Website
Anglicare Victoria	www.anglicarevic.org.au
Australian Vietnamese Women's Association	www.avwa.org.au
Baptcare Ltd	www.baptcare.org.au
Berry Street	www.berrystreet.org.au
Broadmeadows UnitingCare	www.bcare.org.au
Children's Protection Society	www.cps.org.au
City of Melbourne	www.melbourne.vic.org.au
Good Shepherd Youth & Family Service	www.goodshepvic.org.au
Info Exchange	www.infoexchange.net.au
ISIS Primary Care	www.isispc.com.au
Kildonan UnitingCare	www.kildonan.unitingcare.org.au
Mackillop Family Services	www.mackillop.org.au
Maribyrnong City Council	www.maribyrnong.vic.gov.au
Merri Community Health Service	www.mchs.org.au
North Yarra Community Health	www.nych.org.au
Orana UnitingCare	www.oranauc.org.au
Salvation Army West Care	www.salvationarmy.org.au/contactus/victoria-divisions/westcare.html
Shire of Melton	www.melton.vic.gov.au
Tweddle Child+ Family Health Service	www.tweddle.org.au
Victorian Aboriginal Child Care Agency	www.vacca.org
Werribee Support and Housing UnitingCare	www.wsh.org.au

List of services provided by NWWA Agencies

Placement and Support Programs

- Kinship Care
- Permanent Care
- RICE Education and Youth Services
- Aboriginal Family Services
- Foster Care (General, Intensive, Complex and Therapeutic)
- Adolescent Community Placement (General, Intensive, Complex, House)
- Lead Tenant
- Residential Care (General, Intermediate, Complex, Therapeutic)
- Placement Prevention Programs
- Parenting Assessment Skills Development Service
- Families First

- Therapeutic Support START
- Intensive Case Management Services
- CIRC Education Support
- Leaving Care
- HBC Transport Service

Family Services

- North East Child First and Integrated Family Services Alliance
- Hume Moreland Child First and Integrated Family Services Alliance
- Brimbank Melton Child First and Integrated Family Services Alliance
- Western Child First and Integrated Family Services Alliance
- Communities for Children
- Best Start
- Supported Playgroups
- Parenting Education
- Volunteer Support Programs

Other Services

Financial Counselling
Housing and Homelessness Prevention
Emergency Relief

Key Stakeholders

- Department of Human Services
- Department of Families, Housing, Community Services and Indigenous Affairs
- Local Government
- VCOSS
- Centre for Excellence



HEALTH AND HUMAN SERVICES

North and West Welfare Alliance

Future System Wide Planning for Services for Vulnerable Children, Youth and Families in the North and Western Region

WORKSHOP OUTPUTS AND SCENARIOS

AUDIT / TAX / ADVISORY

Setting the scene

The current operating environment

The current operating environment

- **Population**

- The population of the **N&WMR is projected to increase by approximately 23%** by 2026. Most of the population growth will be in the outer lying municipalities of Hume, Melton, Whittlesea and Wyndham. The population growth across these four municipalities will be almost 49%, or 232,219 people.
- **N&WMR has just over 51% of Metropolitan Melbourne's Indigenous population**, with the highest proportion in the municipality of Darebin.
 - Within the regional Indigenous population, **there is a significantly larger proportion of 0 - 15 year olds compared to the total non-indigenous regional population**. There are fewer older indigenous people, which reflects the lower life expectancy of the indigenous population.

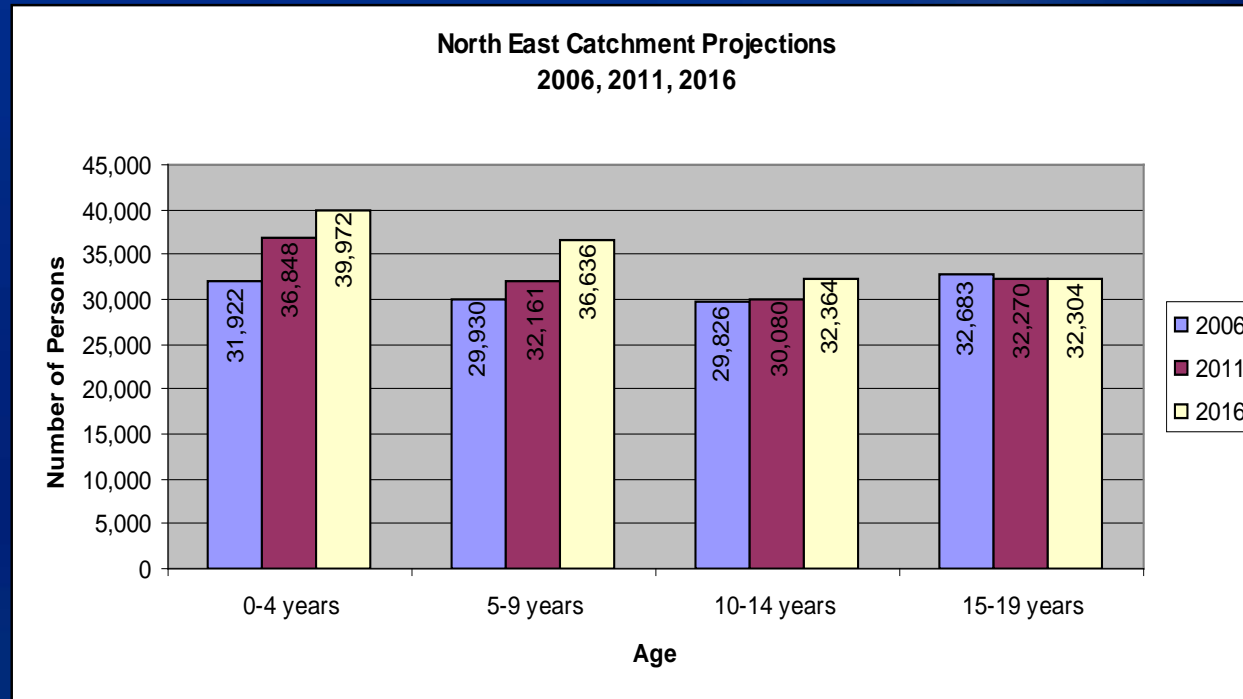
The current operating environment

- **20% of the N&WMR population were born in non-English speaking countries**, which is significantly above the state average of 13.3%.
- Each year Australia accepts 13,000 refugees. In 2007/08 2,861 refugees (22%) settled in Victoria.
 - Of this number **1,259 (44%) are now residing in the North and West Metropolitan Region.**
 - From 2000 to 2008 12,017 refugees settled in the North and West Metropolitan Region with the largest numbers in Brimbank, Hume, Maribyrnong and Wyndham.
 - The countries of origin from where the most refugees originated are **Sudan, Iraq, Ethiopia and Burma (Myanmar).**

The current operating environment

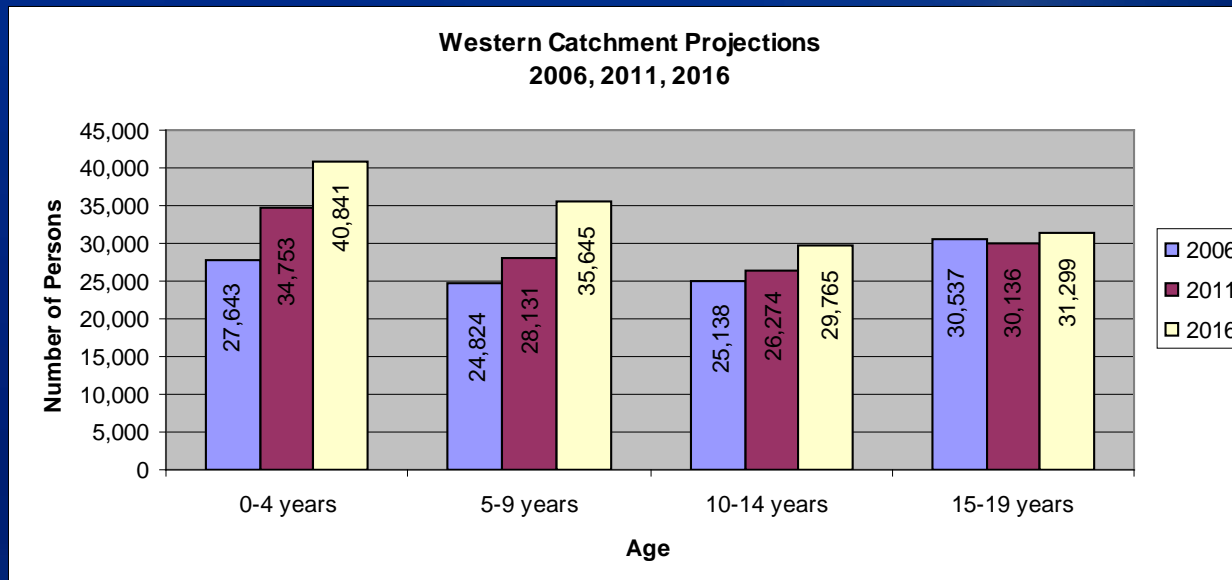
- The North and West Metropolitan Region has four of Melbourne's **five designated growth areas. Melton, Hume, Whittlesea, Wyndham.** The region's population is projected to grow to 1.79 million by 2021, an increase of 20% (297,306) from 2006. This growth is much higher than the projected growth of Metropolitan Melbourne (15%) and Victoria (14.4%).
 - **Growth Areas have a higher percentage of children than the Metro Melbourne average** of 18.5%. Wyndham, Hume, & Melton 0-14 yrs 24% Whittlesea 21%
 - An additional 232,219 people will reside in these LGAs by 2026 (49% Growth), which is equivalent to adding Gippsland's population to the outskirts of the region.
- The **highest proportion of children in the N&WMR is in the outerlying areas of Hume, Melton, Wyndham, Nillumbik and Whittlesea.**

Population projections – North East Catchment



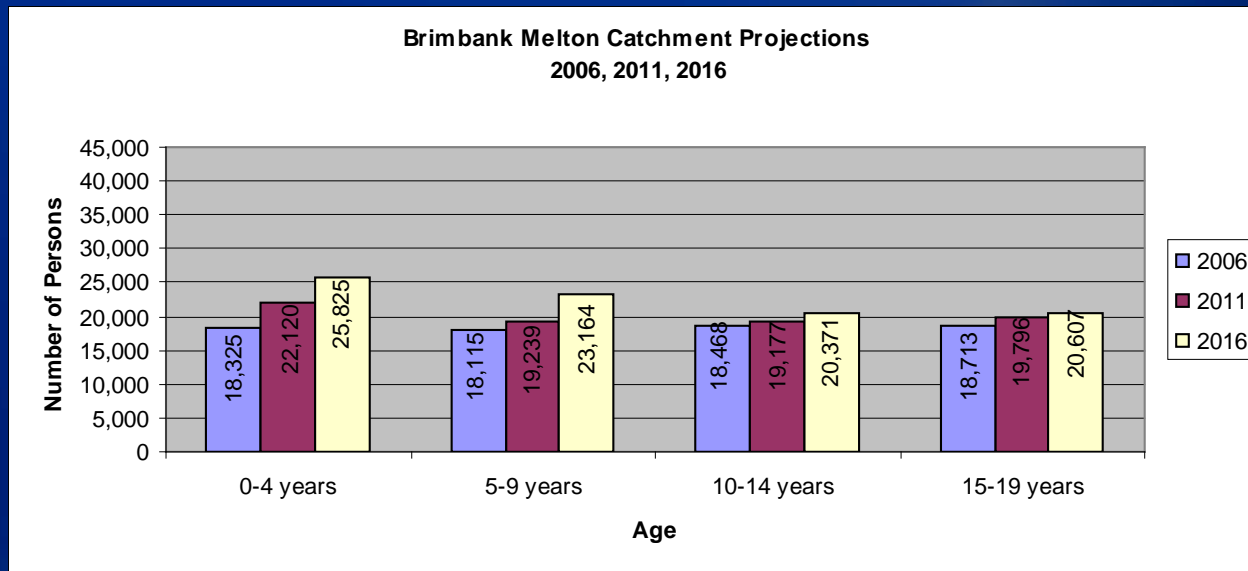
Source: DHS North and West Region

Population projections – Western Catchment



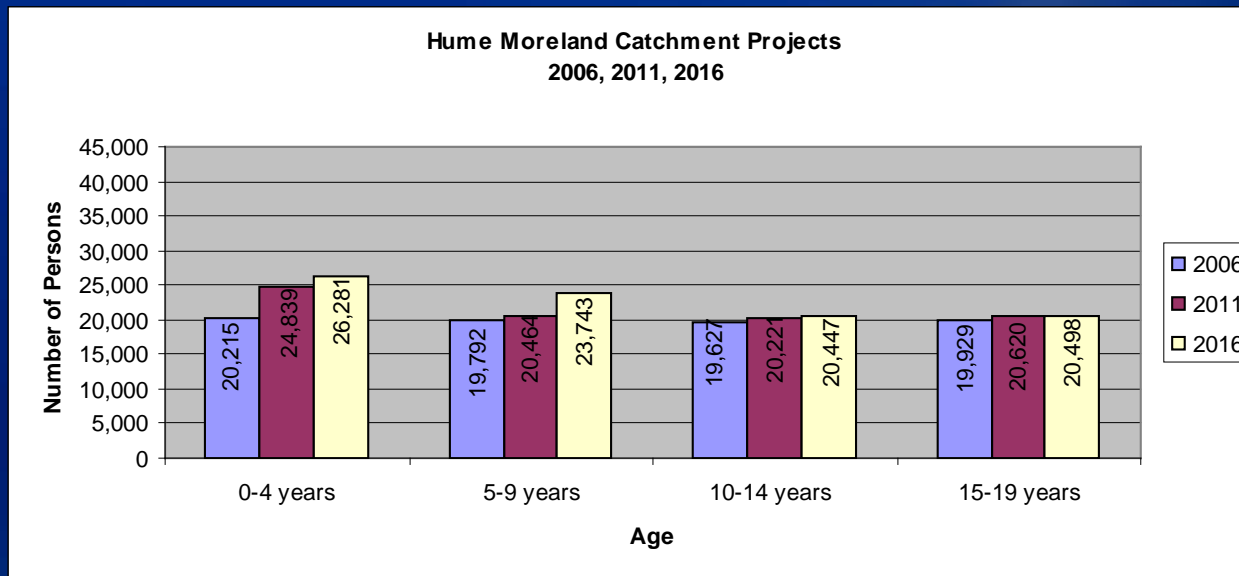
Source: DHS North and West Region

Population projections – Brimbank Melto Catchment



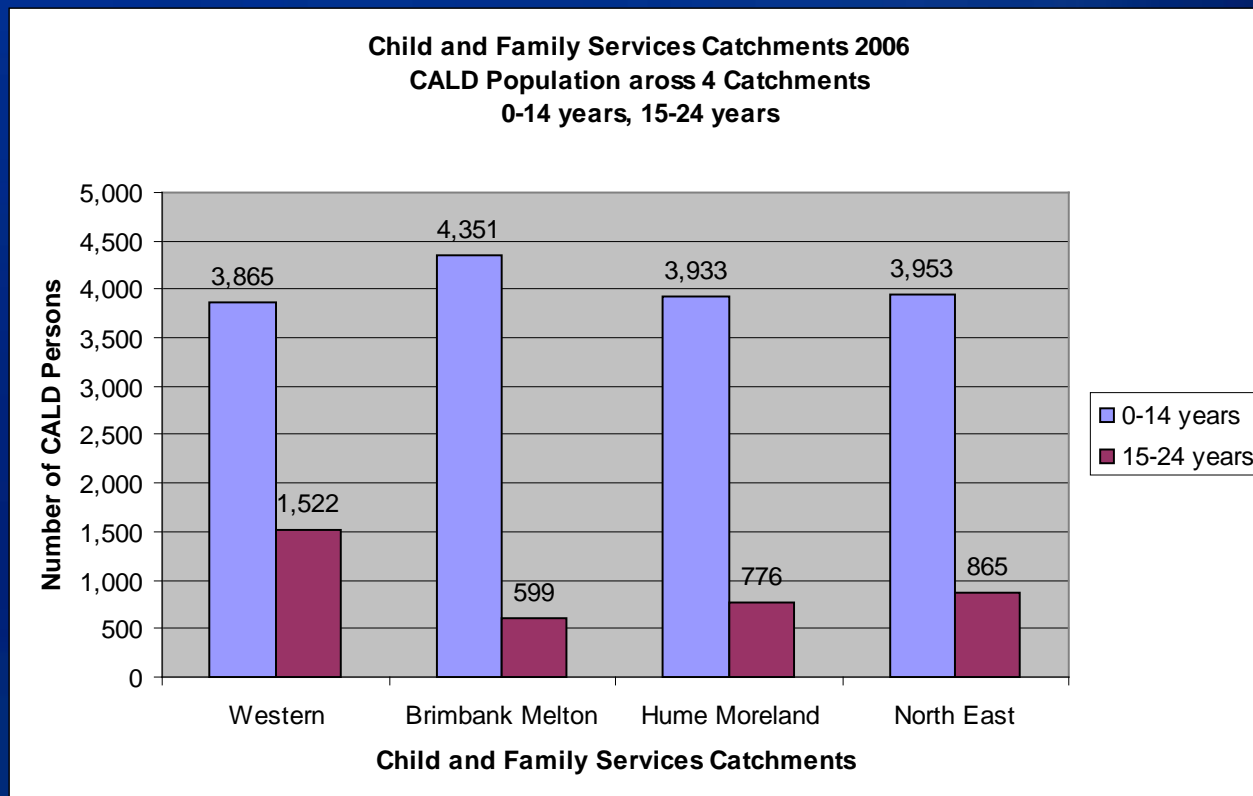
Source: DHS North and West Region

Population projections – Hume Moreland Catchment



Source: DHS North and West Region

Population projection – CALD by Catchment



Source: DHS North and West Region

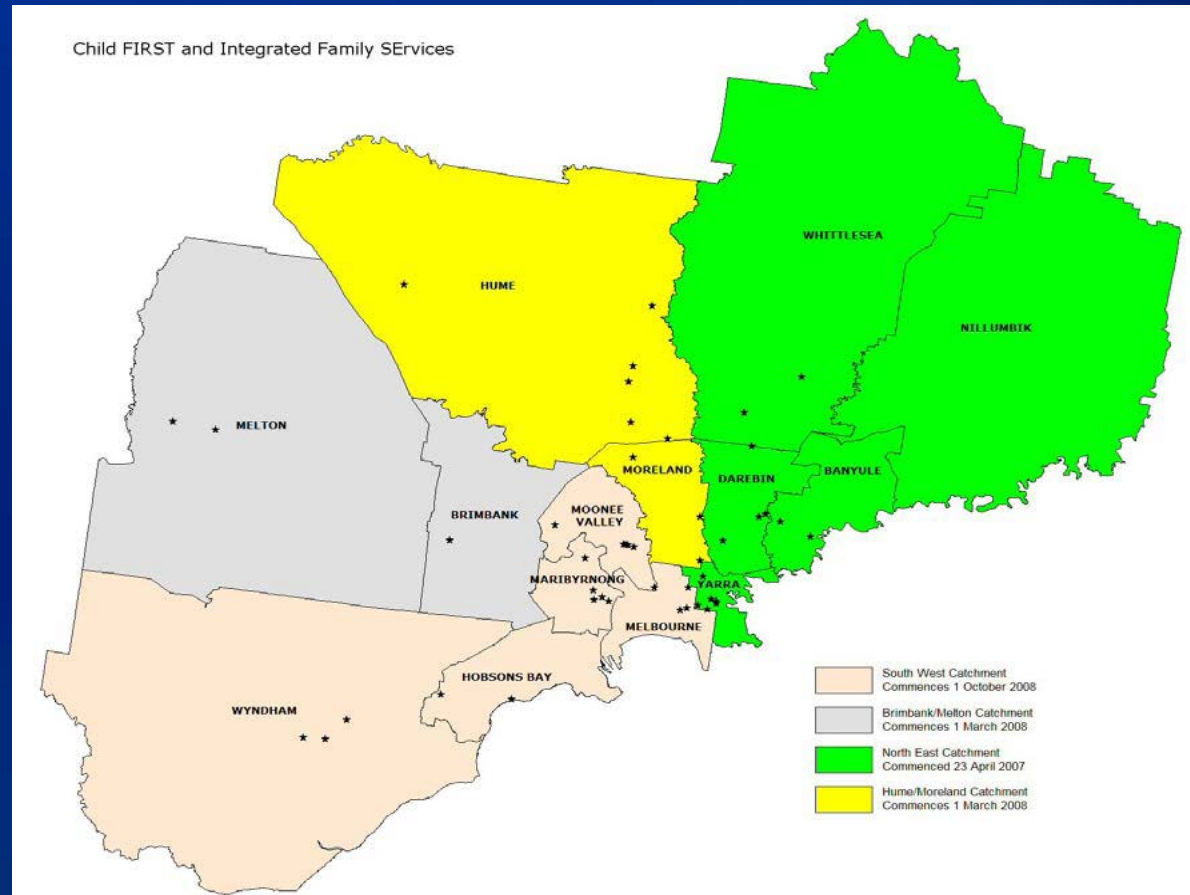
Regional priorities

- **The region has determined an agenda of building stronger and more inclusive communities, and will continue its commitment to improve services and increase community capacity to enhance the health and wellbeing of people in the North and West.**
- **N&WMR has also set very clear priorities for 2008/09 they are:**
 - Client Focus
 - Growth Populations
 - Regional Leadership
 - Aboriginal Communities
 - Refugees and New Arrivals
 - Neighbourhood Renewal
 - People Management
 - Communication

The current operating environment – family services agencies in the region

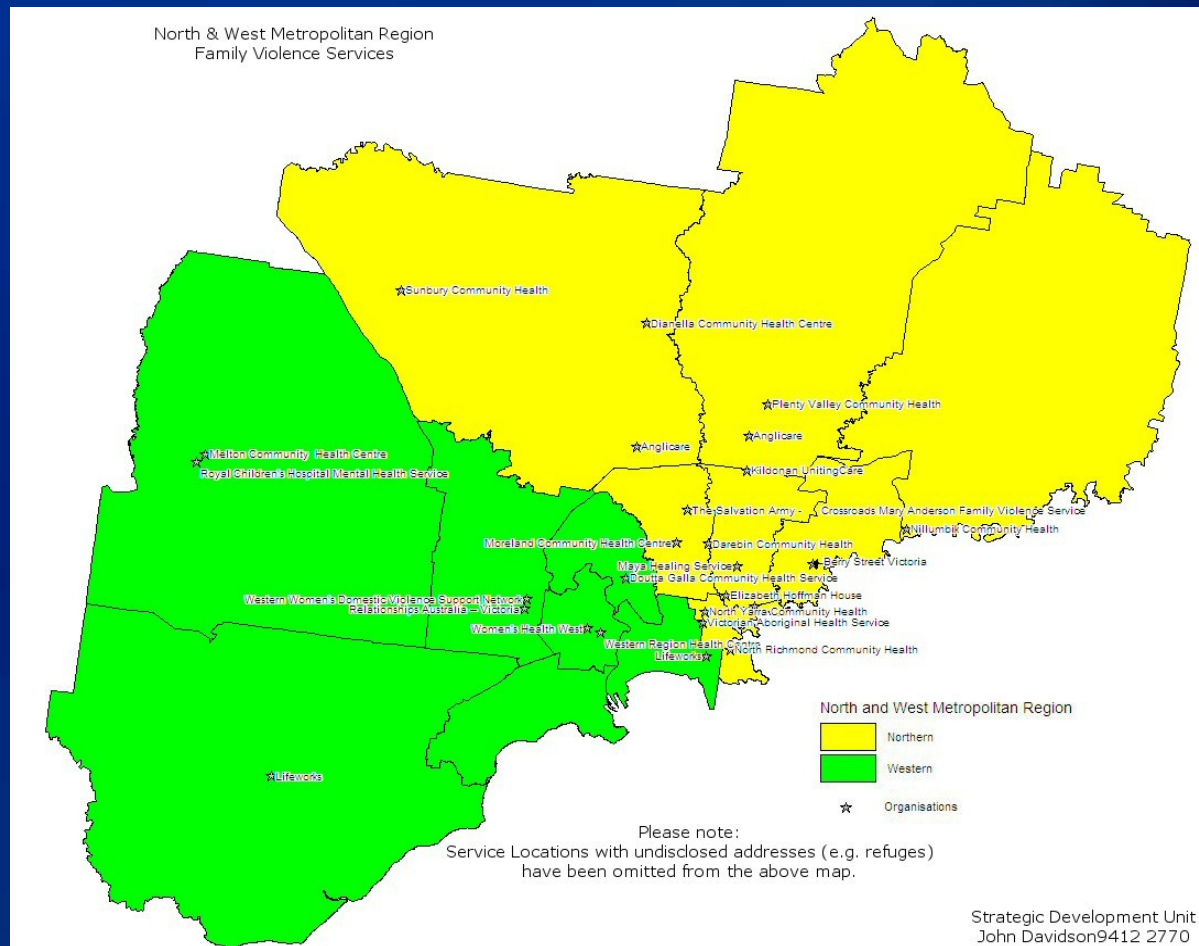
- Anglicare Western Region
- Anglicare Broadmeadows
- Anglicare Preston
- Anglicare Plenty Valley (Lalor)
- Baptcare
- Berry Street Broadmeadows Uniting Care
- Brotherhood of St Lawrence-Ecumenical Migration Centre
- Caroline Chisolm Society
- CELAS Spanish & Latin American Welfare Centre
- Centacare-Catholic Family Services
- Children's Protection Society
- Darebin City Council
- Dianella Community Health Inc
- Good Shepherd Youth & Family Services
- ISIS Primary Care
- Kildonan Child and Family Services
- MacKillop Family Services Footscray
- MacKillop Family Services Melton –
- Melbourne City Council
- Melton Shire Council
- Moonee Valley City Council
- Moreland Community Health Service Inc
- North Yarra Community Health Inc
- Northern Metropolitan Migrant Resource Centre
- Orana Family Services Sunbury
- Community Health Centre Victorian Aboriginal Child-Care Agency Cooperative
- Western Suburbs Indigenous Gathering Place Yarra City Council
- Aborigines Advancement League

Distribution of services – integrated family services



Source: DHS North and West Region

Distribution of services – family violence support services



Service investment summary

- **Service investment is predominantly by program**
- **Catchments are the emerging planning unit – but there is some way to go before this is true for all programs in the North and West region**
 - A number of program budgets are not broken down by catchment area
- **Total investment for 2009/2010 is \$73 193 203 for Child and Family Support Services (\$28 487 579) and Placement and Support Services (\$44,705,624)**
 - Note this excludes **state-wide services (i.e. SACL, MRS, WIRE & Court Network)** and Child Protection investment

‘As is’ Assessment

What is working well across the region?

- **Significant expertise across the sectors including a core group of volunteers assisting delivery agencies**
- **Majority of agencies in the region are viable and sustainable in their own right**
 - Many long established providers within the region
- **Good quality service delivery confirmed by agency registration process enabling effective gate-keeping for new funding**
- **There is a level of diversity in terms of organisational size and focus and delivery methodologies across the region which is valuable for creating choice for service users**
- **Strong emphasis on community engagement and development ensuring grass roots access and empowerment of service users**
- **Strong focus on tailoring services to meet client needs**
- **Strong alliances amongst providers, a willingness to change and an established structure to facilitate any change that is required**

Opportunities for improvement

- **Limited levels of service integration and coordination resulting in service system fragmentation**
 - Some 'silo' behaviour with limited communication between the different elements within the sector
 - Lack of a continuum of care in catchments especially in prevention and early intervention service responses
 - Little evidence of integration to support service efficiency and viability
 - Size of region is difficult to manage
- **Geographical distribution of services does not adequately match population distribution across the region**
- **Limited service responses for Aboriginal communities, CALD communities and Refugee communities**
- **Limited flexible workforce arrangements, staff shortages and competition for labour makes workforce sustainability challenging**
- **Limited access to infrastructure to support future growth**
- **Significant regulatory burden resulting in cost imposts**
- **Real pressures on service system capacity, primarily due to increased demand pressures and complexity of issues**
- **Concerns re unit costs/pricing including:**
 - its adequacy to cover the real cost of service delivery
 - The siloed nature of funding creating barriers to service integration and innovation
- **Limited evaluation of models of care to ensure their effectiveness**
- **Limited access to reliable data to inform decision making**
- **Limited effective knowledge management to support the development of the service system in the region**
- **Realistic timeframes for program development and implementation**

What needs to change?

- **Establishment of a vision for the service system for the region for vulnerable children, youth and families**
- **Establishment of an evidence base around what works and outcomes for vulnerable children, youth and families to inform service development**
 - To facilitate greater clarity of what is expected at each stage of the service continuum
- **Clearer processes for managing demand in established areas within the region and in growth areas**
- **Review of funding mechanisms to ensure that they meet delivery requirements and support agency viability and sustainability**
- **Development of a common practice framework to support service delivery**
 - Review understanding and application of the 'Best Interests' framework
 - Greater focus on therapeutic responses including an emphasis on trauma and attachment theory
 - Identification of core practice frameworks required to support vulnerable children, youth and families
- **Increasing flexibility to support innovation and new models of care in response to changing client and community needs**
- **Greater engagement of CALD, Refugee and Aboriginal communities in service system planning, design and delivery**
- **Development of a greater focus on service integration and coordination to reduce fragmentation and silo behaviours**
 - Streamlined entry points to the service system
- **Improved workforce management strategies to ensure workforce sustainability including:**
 - Pay equity for the sector
 - New employment models; succession planning; portability of entitlements etc

Our vision for the region

Our vision for the future (Draft)

Our vision for vulnerable children, youth and families in the region is that they are:

able to receive the support they need, when they need it regardless of where they live, so they maintain control of their lives and can have a good life.

Our vision for the future (Draft)

Our vision for the service system supporting vulnerable children, youth and families is that it provides:

a continuum of care to effectively and efficiently meet the varied needs of vulnerable children, youth and families living in the region now and into the future.

Our mission (Draft)

Our mission is to proactively manage the provision of support services for vulnerable children, youth and families in the region so that they are:

- Built off contemporary models of care that have been evaluated to deliver effective outcomes
- Tailored to the needs of individuals and their families
- Supported by strong partnerships and alliance between specialist services and the wider human service system (e.g. health, justice, education)
- Facilitated by a workforce knowledgeable and skilled in contemporary practice approaches
- Able to provide access to the support pathways that maybe required within and across the human services system
- Able to deliver positive benefits for children, youth and families

Redesigning the service system – underpinning principles

Core principles (Draft)

- **Vulnerable children, youth and families are at the centre** of the system
- **Equity** is fundamental.
- **Service coordination and integration** is key to providing quality responses
- **Practice approaches must be evidence based**, action oriented, flexible and/or innovative.
- **Universal design principles** should underpin every aspect of the support system.
- **Improved data collection, performance measures and targets** are important.
- Systemic barriers that prevent **the achievement of inclusion** and equity for vulnerable children, youth and families must be addressed.
- **Sustained support and long-term investment** are fundamental to improving outcomes for vulnerable children, youth and families .

Working together – DHS and CSOs (Draft)

CSOs plays an essential role in partnership with DHS in supporting vulnerable children, youth and families. The partnership is built on this shared common purpose and enacted through the complementary roles and mutual responsibilities of government and non-government organisations.

Both partners want an CSO sector that:

- is **family centred and empowering**;
- builds on **community connectedness** and garners opportunities, resources and supports so vulnerable children, youth and families can live life on their own terms;
- is **outcome and performance orientated** that welcomes and responds well to feedback;
- is **diverse**, and offers services with a range of sizes and profiles;
- has **sufficient expertise and capability** and knows what should be done;
- is **well governed**, with DHS and the NGO sector having the confidence to partner together to deliver on this common purpose; and
- has a strong and **positive relationship with its workforce**.

The working relationship (Draft)

To support this vision, the responsibilities of DHS and CSOs are to:

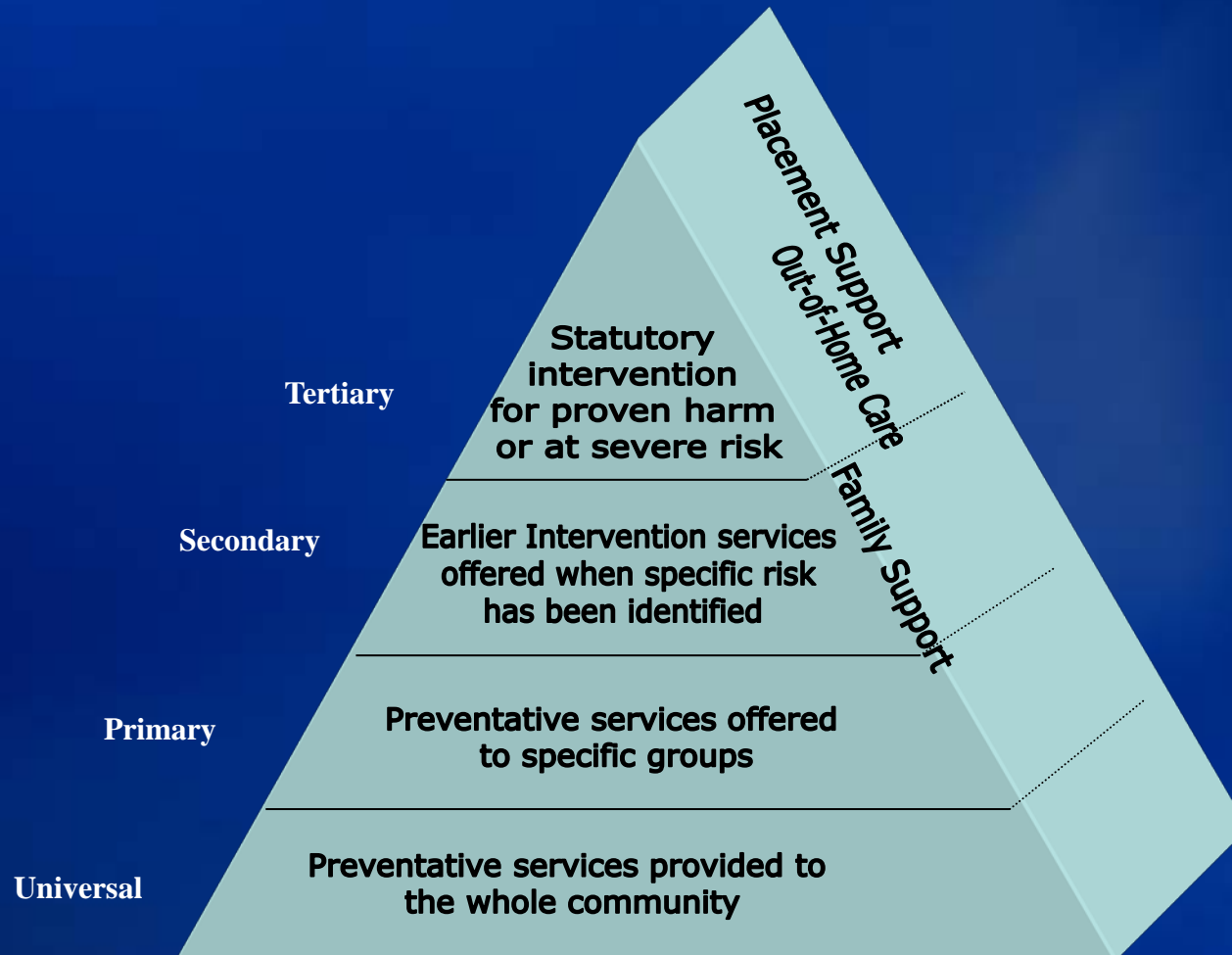
- demonstrate that the sector is delivering what it has agreed to do
- focus on *what* is being achieved rather than *how*
- make efficient use of government funds to maximise outcomes on behalf of vulnerable children, youth and families and represent value for money
- reduce red tape and simplify doing business with each other
- addresses issues when community and clients are concerned, and puts things right when they go wrong
- trust well governed organisations to deliver, using a light touch to verify that organisations are doing what they have agreed to do
- reinforce the virtues that any well-governed organisation would want to have rather than prescribe what has to be done

Priorities (Draft)

- **Effective joint governance, leadership and management of the sector**
 - Clear roles and responsibilities to facilitate joint decision making
 - Established strategic planning processes to led sector wide improvements
- **Establish a continuum of care to ensure that services are provided where and when they are needed**
 - Establishment of client pathways to support timely access to services
 - Robust planning and resource allocation decisions based on accurate data and evidence
 - Vulnerable children, youth and families have access to the range of supports they need to live the lives they choose
- **High-performing organisations achieving real outcomes for vulnerable children, youth and families**
 - Improved data collection and performance management
 - Increased efficiency through greater collaboration and coordination
- **The workforce is skilled, capable and focused on vulnerable children, youth and families**
 - Establishment of a common practice framework to support service delivery
 - Exploration of contemporary employment models to support recruitment, retention and career paths

Concepts to aid in service system redesign

Creating a service continuum



Source: KPMG

Creating a service continuum for vulnerable children youth and families

- The service continuum identifies the relationship between universal, primary, secondary and tertiary services
- This relationship is not linear rather it involves a set of interdependencies brought together via the strengths and needs of the client
- Clients can be supported by accessing services at a number of levels concurrently with all services working in a coordinated manner to deliver against individual goals
- For vulnerable children, youth and families in the first instance the approach to support provision should focus on the universal platform with services at other levels accessed as and when required
- Services at the primary and secondary level have a degree of substitutability and this should be recognised in any planning context – either at an individual or service system level

Client pathways

- **Complementing the concept of the service continuum is the idea of client pathways**
- **Client pathways generally encompass the core tasks/activities that need to be undertaken to get from individual's current state to the preferred end state**
- **For vulnerable children, youth and families, this by necessity will often involve consideration of developmental milestones that need to be achieved during the course of childhood and adolescence**
- **Developing an emphasis on client pathways enables a holistic focus in developing comprehensive interventions critical for this cohort e.g. access to education, health services etc**

Scenarios for change

Possible futures

To give effect to the key priorities a number of potential scenarios present themselves:

- Scenario 1: Limited change with priorities given effect via region wide service improvement projects
- Scenario 2: Scenario 1 plus establish a common practice base enabled by evidence based models of care plus region wide service improvement projects
- Scenario 3: Scenario 2 plus redistribution of resources to improve access and equity between catchments
- Scenario 4: Scenario 3 plus realignment of investment in individual catchments to support the establishment/strengthening of the service continuum
- Scenario 5: Scenario 4 plus development of service precincts supported by outreach services in catchments

Scenario 1: Limited change with priorities given effect via region wide service improvement projects

- Development of a series of strategies to give effect to identified areas of improvement
- Where the need for resource re-alignment is identified this will be done incrementally through the use of growth funds
- Similarly the growth/strengthening of the service continuum will occur incrementally through the allocation of new funds as they become available
- Client pathways will be mapped in light of available services and protocols put in place with mainstream providers as appropriate e.g. education services, health services
- Infrastructure investment will be opportunistic

Scenario 2: Scenario 1 plus establish a common practice approaches enabled by evidence based models of care plus region wide service improvement projects

- **As per Scenario 1 with the additional elements:**
 - Review of models of care and practice approaches across the sector to ensure that they are aligned with the contemporary evidence based
 - Changes management strategy developed and implemented to align current service delivery approaches
 - Collaborative workforce strengthening and training strategies developed to enhance/refresh the skills based in region on current theoretical models and practice approaches

Scenario 3: Scenario 2 plus redistribution of resources to improve access and equity between catchments

- **Assessment of current resource distribution to assess the alignment with population drivers in each catchment**
- **Development and implementation of a strategy to:**
 - **realign available resources between catchments**
- **For future growth funds, distribute these to enhance equity between catchment**

Scenario 4: Scenario 3 plus realignment of investment in individual catchments to support the establishment/strengthening of the service continuum

- **Assessment of current resource distribution to assess the alignment with population drivers in each catchment while concurrently supporting the development/strengthening of the service continuum in the catchment**
- **Development and implementation of a strategy to:**
 - **realign available resources between catchments and strengthen the service continuum within individual catchments**
- **For future growth funds, distribute these to enhance equity between catchment and to support the strengthening of the service continuum**

Scenario 5: Scenario 4 plus development of service precincts supported by outreach services in catchments

- **In strengthening the equity between catchments; develop service hub and spoke models for service delivery to facilitate service access for the target cohort**
- **Explore and give effect to opportunities for co-location and the establishment of service precincts to enhance collaboration and coordination**
- **Infrastructure investment a core element of the redesign process**

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Section 3: Action Plan for Service System Change

1. Map the current service system for children youth and families across the service continuum within each catchment
2. Identify gaps, duplication and opportunities to realign available resources to strengthen the service continuum within and between each catchment
3. Identify current service models available across the service continuum in each catchment
4. Assess current service models against the evidence base to determine the degree of alignment with contemporary practice models
5. Identify the core children youth and families cohort groups seeking assistance from the service system in the Northern and West region within each catchment
6. Develop client pathways in response to the needs of each cohort group in each catchment
7. Assess the alignment of the client pathways against the available service continuum within each catchment
8. Identify opportunities for increasing the efficiency of the service system so as to release resources for re- investment in service delivery and to support service viability and sustainability.
9. Identify opportunities for improvement to strengthen the service continuum, support client pathways and enhance the alignment of current service models with best practice within and between catchments in the Northern and West Metropolitan Region.

The service continuum defines the relationship between the universal, primary, secondary and tertiary services within the community. Complementing the concept of the service continuum is the notion of client pathways. Client pathways encompass the core tasks/activities that need to be undertaken to get a client from an individual's current state to their preferred end state.