

ACT IMPLEMENTATION PLAN

Element 1: Early Childhood service integration—Children and Family Centres (CFCs)

Plan period: 2009-2014
 Implementation Plan Agreed:
 September 2009
 Updated 4 May 2010

Australian Government Investment: \$ \$8.09m over 6 years

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
Management – Site locations.	Identify an appropriate site that will accommodate an ACT Child and Family Centre (CFC)	ACT Department of Disability, Housing and Community Services (DHCS) to be the lead in site identification.	ACT to review population need projections, land availability, and consult with relevant stakeholders including: <ul style="list-style-type: none"> • ACT Government agencies including Territory and Municipal Services (TAMS), Chief Ministers Department (CMD), Treasury, and ACT Planning and Land Authority (ACTPLA). • community sector service providers. Site selection criteria will take account of: community needs; existing level of service provision; and identified service delivery gaps.	A preferred location has been identified based on: <ul style="list-style-type: none"> • community needs as identified in the report by Dr Tony Vinson “Dropping off the Edge” • ABS statistics • Belconnen Community Services and Uniting Care Kippax report “Living on the edge”. ACTPLA has confirmed availability of the site, and the Chief Minister’s Department has agreed to the use of the site.	The West Belconnen CFC and site was jointly announced by Minister Ellis and Minister Barr on 4 August 2009.
Management Building/ refurbishment	Build and establish an ACT Child and Family Centre	ACT DHCS to be the lead agency. Project Management will be provided by Procurement Solutions and DHCS Asset Management Branch.	Construction has been tendered and project management will be provided by the architects reporting to DHCS Asset Management Branch. Procurement Solutions and DHCS Assets Management Branch will oversee the project and will inform the Reference Group of progress.	A detailed project management plan has been developed that articulates construction milestones and timeframes.	Purpose built building is expected to be operational January 2011. Construction commenced in March 2010 The ACT’s funding contribution to this initiative includes provision of land, \$250,000 for forward design of the Centre and project management for construction of the facility. Strategic Property Services ACT PTY LTD (SPS) have been selected to construct the building.

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			<p>As part of this process, DHCS will continue to undertake consultation with relevant stakeholders and partners including:</p> <ul style="list-style-type: none"> • children and families; • key local Aboriginal and Torres Strait Islander agencies and other community agencies; • relevant ACT Government agencies, including schools and child care centres; • ACT Aboriginal and Torres Strait Islander Elected Body; • the broader local Aboriginal and Torres Strait Islander community; and • The United Ngunnawal Elders Council. 	<p>We will have consulted with a broad range of Aboriginal and Torres Strait Islander Services.</p> <p>We will have consulted with Aboriginal and Torres Strait Islander families and children.</p> <p>A consultation report will be written and accepted by the Reference group and ACT Aboriginal and Torres Strait Islander Elected Body.</p>	
Service Delivery – types and/or models	<p>To deliver a range of universal and targeted services and parenting programs within an early intervention and prevention framework to families, (particularly Aboriginal and Torres Strait Islander) in the West Belconnen community.</p> <p>To deliver a range of early learning programs and improve access to childcare for children with identified vulnerabilities</p>	<p>ACT DHCS is the lead agency. Other Government agencies, community sector service agencies, spiritual groups and local business will be key partners in the delivery of services as appropriate.</p>	<p>DHCS will operate the West Belconnen Child and Family Centre.</p> <p>The integrated service delivery model will use a partnership model to provide a range of services through:</p> <ul style="list-style-type: none"> • case work and case coordination; • group work; and • community development 	<p>Expected outcomes include:</p> <ul style="list-style-type: none"> • high utilisation rates of programs and services at the centre; • increasing numbers of Aboriginal and Torres Strait Islander families accessing services and programs; • parents satisfied with service; and • parents reporting an increase in confidence in their parenting. 	<p>Service Delivery from the Centre will commence in January 2011.</p> <p>Ongoing</p>

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	(particularly Aboriginal and Torres Strait Islander children).		<p>Baseline data will be collected in the first 12 months and used to set KPI's for subsequent years. The service delivery model will aim to:</p> <ul style="list-style-type: none"> • encourage Aboriginal and Torres Strait Islander families to build confidence in developing early help seeking behaviour; • improve access to services including preschool and child care; • improve parenting skills and child development milestones; and • prevent where possible and appropriate, entry into statutory child protection system <p>Following consultation with children and the community a core suite of programs and services will be developed (in partnership) relevant to the identified needs of the community.</p> <p>The following may be offered to the community and build on the existing core suite of evidence based programs:</p>	<p>The CFC will use various engagement strategies to ensure ongoing consultation and communication with the community including:</p> <ul style="list-style-type: none"> • Aboriginal and Torres Strait Islander parent body; • feedback from and communication with Aboriginal and Torres Strait Islander services; • client satisfaction survey's; • feedback and attendance at programs; • identification of emerging trends and themes; and • outreach and ongoing communication with local schools and child care centres. <p>Consultation on the service delivery model is ongoing and will build on the existing model established in the ACT. This will be done by seeking feedback both informally and formally through the consultation process.</p>	<p>Ongoing</p> <p>Consultation and feedback will be an ongoing process</p>

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			<p><u>Parenting Programs</u></p> <ul style="list-style-type: none"> • Parenting information; • Triple P; • Schools as Communities; • Targeted playgroups focused on relationships and attachment which support families involved in tertiary systems; and • Counselling services. <p><u>Early Learning Programs</u></p> <ul style="list-style-type: none"> • Parents as Teachers (3 year outreach program emphasis parents role as their child's first teacher); • Learn, Giggle and Grow and other structured playgroups modelling the importance of play in learning; • Paint and Play outdoor playgroup provided in identified vulnerable and at risk neighbourhoods; • Dual generational Homework Centres at identified schools with high proportions of vulnerable students; • Access to Kids at Play, an ACT government sport and rec program for children 0 – 3; • Access to ACT Library's early childhood reading program; 	<p>Parents will identify the parenting programs that meet their needs.</p> <p>Parenting programs will be well utilised.</p> <p>No of families undertaking the Parents as Teachers program.</p> <p>No of families attending other early learning programs.</p> <p>Children with developmental concerns will be identified and referred to appropriate services.</p> <p>Family Support will be provided to parents attending Dual generational homework centres.</p>	

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			<p><u>Child Care</u> The development of partnerships with child care centres will be a key feature of the service delivery model.</p> <p>Access to child care will come in various forms at or through the Centre. It will be dependent on the needs of individual families and their wishes in terms of the type of care they wish to access.</p> <p>Adjunct Child Care will be provided to children when parents are accessing parenting programs and services at the Centre. The adjunct child care will provide programmed structured play and learning opportunities.</p> <p>Occasional care and long day care places for vulnerable families will be negotiated and funded on a case by case basis to the value of up to \$40,000pa. It is expected that this would support approximately 40 children to access child care services, depending on the level of child care funding required.</p> <p>The newly announced Flynn Child Care Centre in the ACT is closely located to the West Belconnen Child and Family Centre. The Flynn Child Care Centre will provide a 120 place child care centre for the West Belconnen community. CFC staff will work closely to provide access to</p>	<p>Number of children who attend adjunct childcare whilst parents are attending parenting programs</p> <p>Number of days of care provided to families with existing vulnerabilities</p> <p>Number of community development, information sessions and parenting programs provided at Child Care Centres.</p>	

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			<p>this centre (among others in the local community) for vulnerable children, with a specific focus on Aboriginal and Torres Strait Islander children</p> <p>Strong connections and support will be provided for children and their families who wish to access child care. The CFC will use a hub and spoke model to engage with local child care centres in the community. This will see the CFC deliver services and programs within child care setting as negotiated with the local child care sector.</p>	<p>Number of referrals received from Child Care Centres.</p>	
Service Delivery – Staffing and Workforce Development	Staff the ACT Child and Family Centre (including appropriate training and development arrangements).	ACT DHCS	<p>In June 2009, DHCS launched its Reconciliation Action Plan (RAP) 2009-10, which commits the Department, among other things, to developing an Aboriginal and Torres Strait Islander Recruitment and Retention Strategy.</p> <p>This Strategy will provide a basis for the recruitment and support of Aboriginal and Torres Strait Islander staff across the Department including in the Child and Family Centres.</p>	<p>Qualified and culturally competent staff working at the centre.</p> <p>Families accessing the service tell us they are receiving a culturally appropriate service.</p>	<p>Commencing in 2010.</p> <p>The ACT Government will contribute \$200,000 for recurrent staffing from 2011 – 2012.</p>

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Linkages and co-ordination	<p>The Child and Family Centre will deliver services in partnership with the broader ACT government and community service delivery sector.</p>	ACT DHCS	<p>The Reference Group will identify service needs and gaps and provide guidance on priorities and how these should be addressed.</p> <p>The existing CFC policy framework is based on a partnership model as is evidenced in the established CFCs in Tuggeranong and Gungahlin. Comprehensive Services for children and their families will delivered from the Centre. ACT Health & Therapy ACT have already provided a commitment to delivery these services. Further services have expressed a commitment to explore provision of services from the Centre.</p> <p>There will be strong linkages with child care centres and schools in the local area.</p> <p>In addition the range of programs already being provided in the community is providing opportunities for the community to learn more about the centre. The “Over the Trolley” Program will see staff accessing the community via local shopping centres for the purposes of providing information about the Centre. This program will be run in partnership with other local service providers.</p>	<p>Report based on identified Reference group service needs and gaps to be produced.</p> <p>No of Health Services delivered from the Centre</p> <p>No of Therapy services delivered from the Centre</p> <p>No of other services delivered through partnerships at the Centre</p> <p>No of Aboriginal and Torres Straight Islander children accessing Health and Therapy Services at the Centre</p> <p>No of service visits to Child Care Centres</p> <p>No of <i>Over the Trolley</i> sessions</p> <p>No of service partners participating in <i>Over the Trolley</i>.</p>	<p>Linkages with services have already commenced for the West Belconnen CFC including a non-government local service provider, a range of primary schools, and child care provider. These linkages will continue to develop based on the identified needs in the community.</p> <p>Evaluation proposed for 2014-2015, 3 years after opening the Centre.</p> <p>January – June 2011</p> <p>March 2011</p>

<p>Community Involvement</p>	<p>Engage the community, particularly the local Aboriginal and Torres Strait Islander community.</p>	<p>ACT DHCS will be the lead agency.</p> <p>Other Government and non-Government agencies to be involved as appropriate.</p>	<p>ACT DHCS will develop and implement a community consultation and communication strategy.</p> <p>The Reference Group will provide guidance and support to the development and implementation of the strategy.</p> <p>As part of the community consultation and communication strategy the CFC will, on an ongoing basis, involve the community and agencies in discussions and the development of suitable services and programs for the centre. The experience to date has been the community have been very willing to participate in all facets of the development of programs. It is expected that this relationship will continue to grow and consolidate further. Key stakeholders for engagement will include the ACT Aboriginal and Torres Strait Islander Elected Body, the United Ngunnawal Elders Council, Koori Pre-schools and Parents Association.</p>	<p>A consultation report provided to the Reference Group</p> <p>A communication strategy provided to the Reference Group The Strategy will articulate appropriate milestones and timeframes.</p> <p>Growth in the rate of utilisation of services , specifically by Aboriginal and Torres Strait Islander families</p> <p>The implementation team will engage, consult and report back the identified needs of the community</p>	<p>The involvement of the community will be an ongoing process. Currently in this community the Northside Indigenous Parents Association and the Aboriginal and Torres Strait Islander Men’s Group at the Gungahlin Child and Family Centre are contributing to the development and delivery of services for local Aboriginal and Torres Strait Islander children. The United Ngunnawal Elders Council and the Aboriginal and Torres Strait Islander Elected Body are active participants in this process.</p>
<p>Data and Reporting</p>	<p>Develop a set of performance indicators and reporting arrangements to monitor the performance of the Centre.</p>	<p>ACT DHCS</p>	<p>DHCS will build on and improve the existing data collection system and reporting framework that is already in place for the existing CFCs.</p> <p>This piece of work will be guided and supported by the Reference Group and the Australian Government Data and Reporting Working Group, and will support and link with other NPs.</p>	<p>A project management plan will be developed for this piece of work.</p> <p>The plan will outline appropriate milestones and timeframes.</p> <p>The plan will ensure that data collection and reporting measures relate to the objectives of the NP that may be delivered on by a</p>	<p>January 2011</p>

				<p>CFC including:</p> <ul style="list-style-type: none"> • improving developmental outcomes for Aboriginal and Torres Strait Islander children; • access and utilisation of early childhood services by Aboriginal and Torres Strait Islander children and their families; • contribution to COAG's agendas of social inclusion; • early childhood development, education; and health and safety. 	
Risk Management	Manage identified risks associated with the establishment and ongoing operation of the Centre.	ACT DHCS	<p>Develop a risk management plan.</p> <p>Given the Centre will be operated by DHCS, the Department will utilise its established risk management framework for addressing this issue.</p>	<p>The Department will utilise the services of its Audit and Review area.</p> <p>Risks are identified and mitigating factors set in place to manage risks.</p>	<p>This will be work that is ongoing and will be responsive to issues that arise over the course of construction and will be supported by the Reference Group.</p>

Reporting Period	Agreed Milestones for the Period	Basis of Payment
Jan –June 2009	<ul style="list-style-type: none"> • Site identified and availability confirmed • Land tenure process completed • Consultancy contracted to design CFC building • Brief review and design options study • Site master planning • Preliminary Sketch Plans (PSP) 	Receipt of Annual Report 31 August 2009 describing satisfactory achievement against Milestones
July – Dec 2009	<ul style="list-style-type: none"> • Development application process complete • Tender documentation complete • Final Sketch Plans (FSP) 	Receipt of Progress Report 31 January 2010 describing satisfactory achievement against Milestones
Jan –June 2010	<ul style="list-style-type: none"> • Construction of base building work • Provision of plumbing and electrical services • Building frame erected • Building 70% complete 	Receipt of Annual Report 31 August 2010 describing satisfactory achievement against Milestones
July – Dec 2010	<ul style="list-style-type: none"> • Lock up of building achieved and fit out commenced • Completion of building and landscaping • Twelve month defects liability period commenced • Contribution to national evaluation • Limited staff have been recruited • Staff have completed orientation and training • Development of partnerships commenced • Limited service delivery has commenced 	Receipt of Progress Report 31 January 2011 describing satisfactory achievement against Milestones
Jan –June 2011	<ul style="list-style-type: none"> • Staff have completed orientation • Partnerships confirmed and service delivery has commenced • Centre operational 	Receipt of Annual Report 31 August 2011 describing satisfactory achievement against Milestones

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July – Dec 2011	<ul style="list-style-type: none"> • Increase in service delivery • Ongoing development of partnerships • Centre operational and delivering services to the community in accordance with trends identified. 	Receipt of Progress Report 31 January 2012 describing satisfactory achievement against Milestones
Jan –June 2012	<ul style="list-style-type: none"> • Centre operational and providing services to the West Belconnen community • Continued expansion of programs and services as needs are identified • Data collection and reporting • Continued community engagement 	Receipt of Annual Report 31 August 2012 describing satisfactory achievement against Milestones
July – Dec 2012	<ul style="list-style-type: none"> • Centre operational and providing services to the West Belconnen community • Continued expansion of programs and services as needs are identified • Data collection and reporting • Continued community engagement 	Receipt of Progress Report 31 January 2013 describing satisfactory achievement against Milestones
Jan –June 2013	<ul style="list-style-type: none"> • Centre operational and providing services to the West Belconnen community • Continued expansion of programs and services as needs are identified • Data collection and reporting • Continued community engagement 	Receipt of Annual Report 31 August 2013 describing satisfactory achievement against Milestones
July – Dec 2013	<ul style="list-style-type: none"> • Centre operational and providing services to the West Belconnen community • Continued expansion of programs and services as needs are identified • Data collection and reporting • Continued community engagement 	Receipt of Progress Report 31 January 2014 describing satisfactory achievement against Milestones
Jan – June 2014	<ul style="list-style-type: none"> • Centre operational and providing services to the West Belconnen community • Continued expansion of programs and services as needs are identified • Data collection and reporting • Continued community engagement 	Receipt of Progress Report 31 August 2014 describing satisfactory achievement against Milestones