

## A new Service System for Child Protection, Out of Home Care and Support Services

### Introduction

The ACT Government is reforming children and family services to ensure we strengthen families and keep children and young people safe and connected.

This work includes implementing [Next Steps for Our Kids](#), the [Our Booris, Our Way recommendations](#), amendments to the *Children and Youth People Act 2008* as well as developing a *Charter for Parents and Families* and *Charter for Carers* involved in Child and Youth Protection Services. The ACT Government is also seeking to support better outcomes for families at risk through the commissioning of the [Child, Youth and Family Services Program \(CYFSP\)](#).

As part of this Reform, the ACT Government is progressing a new service system to shift the investment over time to reduce the need for statutory from child protection and out of home care responses by improving support for families to keep children and young people safe at home. This new service system has been developed in response to an evidence base from *A Step Up for Our Kids 2015-2020 (A Step Up)* alongside research of multiple models across Australia and internationally. The new service system will drive fundamental change to how we work together – between government and non-government and between service providers. These changes will demand interoperability; the ability to collaborate and work in conjunction with one another so we provide ‘joined up service delivery’ geared towards better outcomes for children, young people, families and carers.

### Invitation to Comment – Have Your Say

This Information Pack provides details of the service system and service packages, and the current thinking in terms of changes to how the system may operate.

You are invited to read this information pack and provide comments on the new service system and proposed changes. Questions to guide comments have been included throughout the

paper. You may wish to comment on only those matters of particular interest or on all of the questions raised in this information pack.

Your comments will be used to inform the development of a Service Delivery Operating Framework to underpin the sourcing and procurement of the next round of child protection, out of home care and support services, with procurement scheduled to commence in June 2023. We will also source feedback and comments from other child and family reform initiatives including CYFSP.

There are three ways you can submit your comments and feedback:

Focus Groups	Online	Email
Attend a Focus Group by registering your interest at <a href="mailto:CBRStepsUp@act.gov.au">CBRStepsUp@act.gov.au</a>  Information about the Focus Groups are available on the YourSay website at <a href="#">Next Steps for Our Kids: Current partnering opportunities</a>	You can find an online submission form on the YourSay website at <a href="#">Next Steps for Our Kids: Current partnering opportunities</a> .	Email us at: <a href="mailto:CBRStepsUp@act.gov.au">CBRStepsUp@act.gov.au</a>  Subject: New Services System

The opportunity to provide comments and feedback will remain open until **19 May 2023**. A summary Listening Report will be prepared and available on or around 26 May 2023.

## The New Service System

The new service system aims to reshape the system and workforce to provide a seamless and continuous service system extending beyond the statutory child protection and out of home care system to one of prevention and early intervention supporting children and young people to remain safely with their families. The service system comprises Placement Packages, Support Packages and Standalone Services; allowing flexible options to meet the individual needs of children, young people, families and carers.

The new service system has been developed in response to an evidence base from the implementation of *A Step Up*, reports including *Our Booris*, *Our Way* and research on multiple models across Australia and internationally. Our research and engagement with stakeholders tell us we need to work on how decisions will be made for more children and young people with high and complex needs, for the sharing of risk and bringing together the best of resources to support a child or young person when they need it. It also reminds us that unless the current

trajectory of children and young people entering care is disrupted, the consequences will significantly impact their lives as well as the health system, child protection and other high-cost statutory services.

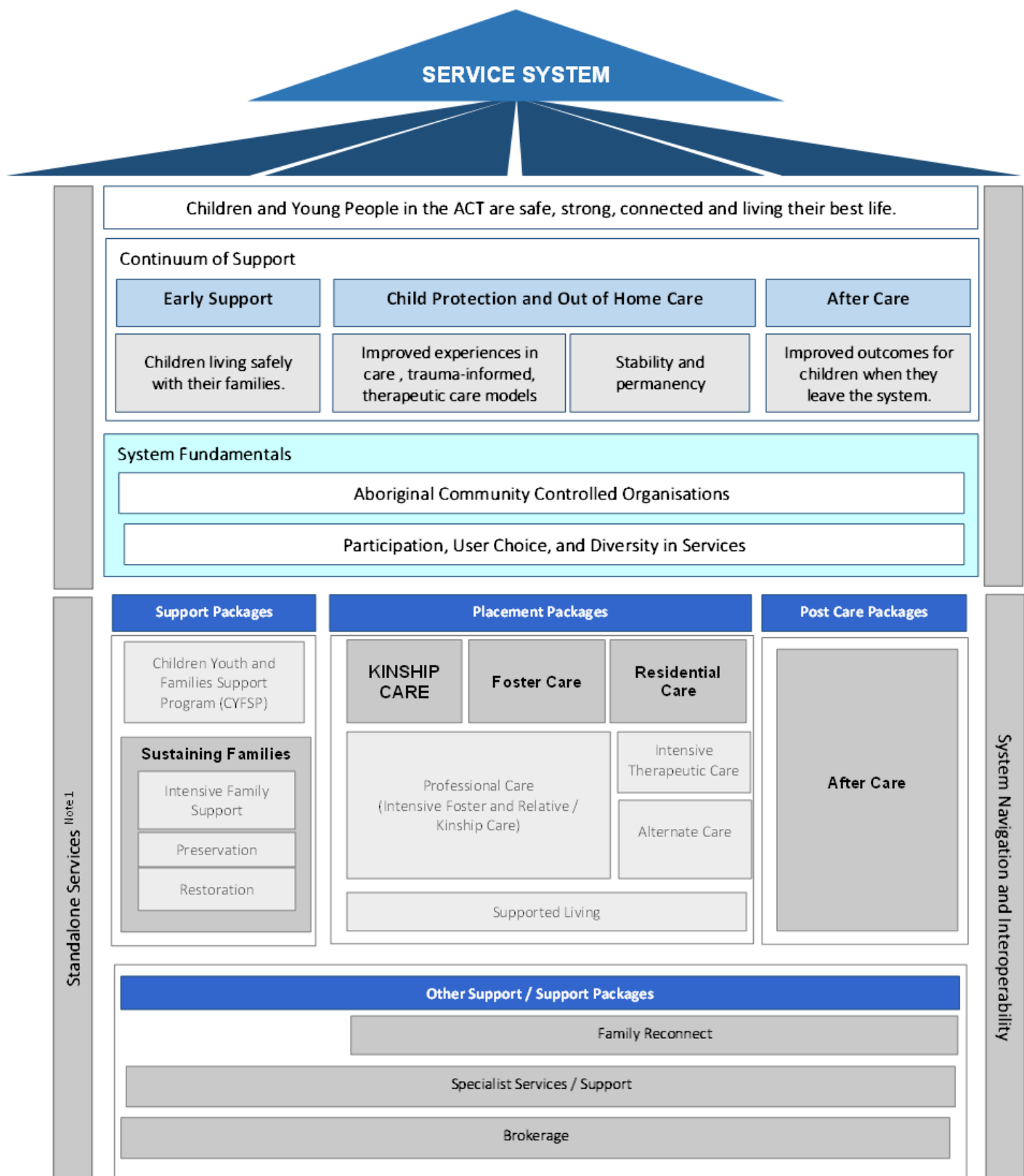
The ACT's current statutory system starts with the point of entry into the child protection system while the new system opens up the system to do 'true' diversion from the child protection system. The new service system's primary focus is sustaining families with an emphasis on shifting the investment from the tertiary end of the system to earlier support and diversion. This step change is critical and will take time. We know from research that targeted investment in earlier support to provide more family-based services (earlier) is critical to improving the life outcomes of children and young people over the longer term.

The service system is a broad framework; a high level map which shows the current thinking based on stakeholder feedback.

Further details of the service packages and arrangements follow throughout this document.

### **Questions | The New Service System**

1. What key operating changes must happen to the current ACT system to enable the shift from child protection and out of home care to earlier support and diversion?
2. What has been the experience of similar change efforts in the ACT and other jurisdictions? What worked? What could have been done better?



## **Enabling mechanisms for the new service system**

The design and operation of the new service system is based on the premise of a step-change from the current 'placement-based' system to a 'child / young person / family centric' service system. Contemporary research shows this change is necessary to achieve better safety, permanency and wellbeing outcomes for children and young people, focused on:

- Prevention and restoration through strengthening families to keep children and young people safely at home.
- More attuned child, young person, and family supports based on assessed need.
- Reducing the length of stay in care and provision of high quality care for children and young people who enter care.

The new service system requires corresponding new funding arrangements to drive a stronger focus on the achievement of outcomes, to offer more flexibility to service providers to innovate and deliver better services and to maximise the impact of existing government resources. While the overall quantum of funding may not change significantly, the new funding arrangements need to:

- Provide a sustainable funding model through increased flexibility to cater to the varying needs of children and young people in the future.
- Support the expansion of the provider market.
- Allow the delivery of specialised supports to children and young people with complex needs combined with supports to continue to strengthen families.
- Support more children and young people to stay at home safely, reducing demand on the system.

Investing in care diversion and intensive therapeutic support for high needs children and young people is expected to see a decrease in the length of stay in residential care. Additionally, the intent of the new service system is to maximise value for money and flexibility in establishing a re-investment approach, where there is opportunity to invest time and resources into the ongoing development of the system to continue to meet the needs of vulnerable children, young people, and families.

Ernst and Young were contracted to undertake the detailed costing and pricing work in 2021. This work has resulted in a Pricing Strategy constructed using a 'bottom up' costing approach. The Pricing Strategy provides a high level framework to guide broad service rates and a re-investment approach where over time funds are re-invested in family strengthening and preservation services while continuing to support the achievement of permanency and stability

for children and young people in care. The aim is to create a stronger and more innovative service system in the longer term and while this will take time and require continual engagement across government and non-government given the competition for scarce resources, it will also demand strong collaboration and joint decision-making between government and the non-government sector.

Central to the new service system is the development of a system-wide Performance Management Framework (PMF) which is able to assess whether permanency, safety and wellbeing outcomes for children, young people, families and carers are being met across government and non-government services. This system-wide PMF will provide holistic performance management of the new service system with the monitoring and evaluation of performance to measure progress towards the achievement of outcomes. Underpinning this PMF will be a Services Level Agreement for Child and Youth Protection Services (CYPS).

A high level PMF has been developed by Ernst and Young. This framework requires further detailed work and this will be done with contracted services.

### **Questions | Enabling mechanisms for the new service system**

1. What are your views about the change to funding arrangements? Apart from increased funding, what changes do you feel are required to ensure success of the service system?
2. What are your views about the proposed Performance Management Framework?

## **Changes to the way we deliver services**

*Next Steps for Our Kids* presents a vision of shared responsibility for child and family outcomes across government and its community partners. It seeks to create more integrated human services delivery to support long-term social, health and wellbeing and economic outcomes for children and young people experiencing vulnerability and risk.

Strengthening collaboration across sectors presents opportunity to shape change where there is shared decision making, accountability structures and reporting to inform future funding allocation and investment. Children, young people, families and carers involved with child

protection and out of home care in the ACT will continue to access to a wide range of services, such as early childhood, mental health, homelessness and /or family violence services.

Key change drivers underpinning the new service system are:

- A shift to multiple service providers including Aboriginal and Community Controlled Organisations (ACCOs). This shift reflects the stakeholder feedback received over several years and highlights the need for more integrated service delivery and increased user choice for earlier support and statutory care services. The ACT Government will continue to work with ACCOs on their scope of services and service delivery approach which will be driven by the ACCO community. It is intended that all Aboriginal and Torres Strait Islander children, young people, and families can transition to ACCOs.
- Changes to the way we work together – between government and non-government and between service providers. These changes will demand interoperability; and the ability to collaborate and work in conjunction with one another to provide ‘joined up service delivery’ focused on delivering outcomes for children, young people, families and carers.

### Questions | Changes to the way we deliver services

1. What does User Choice mean in this context?
2. How do we achieve joined up service delivery in an environment of scarce resources?
3. What role should government (including CYPS) and non-government partners take in the delivery of statutory and non-statutory services?

## Service Packages – Broad Definitions and Elements

While the ACT Government has defined a baseline taxonomy of services including key service elements, how these are applied is intended to be flexible, with a focus on delivering outcomes for children, young people, families and carers. It is expected innovative models and responses to the new service system will come from both the government and non-government sectors.

The broad definitions and elements for the service packages are outlined in the table below. It will be a requirement that all service packages and services must be inclusive, accessible and

responsive to the diversity and diverse needs of children, young people, families and carers in the ACT community.

## Support Packages

Item	Brief Description
<b>Child, Youth and Family Services Program (CYFSP)</b>	
<p>CYFSP commissioning, along with other reforms such as <i>Next Steps</i> and the <i>Our Booris Our Way</i> recommendations are working together to reform statutory and non-statutory services to improve the wellbeing of children, young people, and their families. CYFSP reform activities form an important part of shifting the system to earlier support and diversion through supporting better outcomes for families at risk. Further information regarding the commissioning process for CYFSP is available <a href="#">here</a>.</p> <p>A key requirement of the new service system will be to ensure the service system is fully integrated and seamless. CSD will continue to work to deliver this integrated service system whereby CYFSP and CYPS are constantly working together with stakeholders to ensure the right mix of services are working across the continuum of early support, child protection, out of home care and post care support.</p>	
<b>Sustaining Families Service Package</b>	
Broad Definition	<p>This service package will provide a contemporary, evidence-informed, integrated service model for children at risk of entry to care and in care. This service package comprises the three service streams of intensive family support, family preservation and restoration. The service package aims to provide a combination of support pathways from early assistance to supporting children and families with emerging needs and vulnerabilities through to targeted and specialist support to provide more intensive supports for families with complex needs so children can remain safely in the family home or be returned safely.</p>
Service Outcomes:	<ul style="list-style-type: none"> <li>• Keep children at home or restore children to home in a safe, stable and nurturing family environment.</li> <li>• Improve parenting capacity and family functioning.</li> <li>• Improve children's well-being.</li> </ul>



	<ul style="list-style-type: none"> <li>• Prevent unnecessary placement in out of home care where this is safe to do so and determined to be in the best interests of the child.</li> </ul>
Key Elements	<ul style="list-style-type: none"> <li>• <b>Referrals and Assessment</b> Implement an intake process that ensures an integrated and coordinated service for children, young people, and families, that provides user choice and supports access to a range of services when they are needed.</li> <li>• <b>Participation</b> Promote genuine, ongoing consultation and facilitate participation of children, young people, their families, and carers in decision-making about processes that affect them.</li> <li>• <b>Culture and Connection</b> Promote and enable the full implementation of the five elements of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP): Prevention, Partnership, Placement, Participation and Connection, in line with its intent to maintain quality lifelong cultural connections for children throughout their involvement with child protection systems. Respect and support the child or young person's identity including their name, language, culture, sexuality, gender and religion.</li> <li>• <b>Family and Community Connection</b> Promote and support children and young people in maintaining strong family, community, and cultural connections.</li> <li>• <b>Case Management</b> Work collaboratively with the child, young person, family, carers and other professionals to develop, implement and review case plans to ensure outcomes are current and have made a positive difference to the safety, welfare and well-being of the child or young person.</li> <li>• <b>Organisational Requirements</b> Maintain sound program governance that will support the development of a knowledgeable, quality driven program, using data for continuous quality improvement. Human Resources Management (HRM) to maintain a diverse, inclusive and well supported workforce. Implement a professional development program to ensure staff receive an appropriate level of trauma informed training that is focused on responsiveness to client need and preventing new harm.</li> </ul>

Key Concepts	<ul style="list-style-type: none"> <li>• Referrals may come from CYPS, other service providers or community.</li> <li>• Providers can apply to deliver one, two or all three services.</li> <li>• The risk profile for intensive family support is suggesting a 12-month program while research suggests a 2-year preservation / restoration program will be required to achieve ongoing sustainability of the placement and avoid re-reporting.</li> <li>• All three service packages are similar but have a different focus.</li> </ul>
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## Questions | Sustaining Families Service Package

1. Is the broad definition appropriate? What about the elements, any gaps?
2. How would referrals work? Would the current approach (all referrals are managed by CYPS) continue or would there need to be a new approach? What role would government (including CYPS) and non-government play?
3. What support is available to build capability in ACT organisations to provide Culturally Safe practices?
4. Would eligibility criteria be used to access services? What might this look like?
5. Would there be priority access to the services for families in statutory care with the view of restoring children and young people back to families where it is safe to do so?
6. What does restoration mean and who is best placed to deliver restoration?
7. How would case management work?
8. What could innovative models and responses for this service package look like?
9. How can continuity of support for children, young people and families be facilitated when they are already engaged with services?
10. Where are the opportunities for joint work between government and non-government?

## Permanency Services and Placement Packages

Item	Brief Description
<b>Permanent Care</b>	
Permanent Care covers relative / kinship, foster care, and residential care. Adoption / EPR programs will continue, and these programs will need to be reviewed in terms of roles and responsibilities and joint decision-making.	
<b>Kinship Care Service Package</b>	
Broad Definition	The Kinship Care service package is provided for children and young people living or placed with family or a significant person on a temporary or long-term basis. In Aboriginal and Torres Strait Islander communities, kin may be a relative of the child or young person or someone who shares a cultural or community connection. Kinship care is the preferred form of care in the ACT.
Service Outcomes:	<ul style="list-style-type: none"> <li>• Children and young people have a stable home and access to supports they require for their individual needs.</li> <li>• Children and young people receive culturally safe, trauma aware and healing-informed services designed to improve their life outcomes.</li> <li>• Kinship Carers are supported and receive the training and development they require.</li> </ul>
Key Elements	<ul style="list-style-type: none"> <li>• <b>Referrals and Assessment</b> Implement a thorough and flexible intake procedure to accept referrals of Kinship Carers. Provide ongoing Assessments of Kinship Carers to maintain Kinship Carer approval.</li> <li>• <b>Participation</b> Promote genuine, ongoing consultation and facilitate participation of children, young people, their families, and carers in decision-making about processes that affect them.</li> <li>• <b>Culture and Connection</b> Promote and enable the full implementation of the five elements of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP): Prevention, Partnership, Placement, Participation and Connection, in line</li> </ul>

	<p>with its intent to maintain quality lifelong cultural connections for children throughout their involvement with child protection systems.</p> <p>Respect and support the child or young person's identity including their name, language, culture, sexuality, gender and religion.</p> <ul style="list-style-type: none"> <li> <b>Family and Community Connection</b>  Promote and support children and young people in maintaining strong family, community and cultural connections, including facilitating family time and friendships.  Support children and young people in the reconnection with family, where appropriate to do so.  Provide supervision, transportation and support for children and young people before, during and after family visits. </li> <li> <b>Case Management</b>  Provide and coordinate a package of services and supports to meet the specific needs of children, young people and their carers.  Provide a 24/7 on-call support and call-out crisis service for carers.  Promote casework efforts towards restoration as a priority, or support permanency goals where long term care is required. </li> <li> <b>Organisational Requirements</b>  Maintain sound program governance that will support the development of a knowledgeable, quality driven OOHC program, using data for continuous quality improvement.  Human Resources Management (HRM) to maintain a diverse, inclusive and well supported workforce.  Oversee clinical and administrative operations, including workforce supply, delivery and oversight of services and maintain relationships with key stakeholders. </li> <li> <b>Carer Support and Training</b>  Provide training, support and advocacy for relative and kin carers that considers their existing relationship and some of the challenges and strengths that might be present. </li> <li> <b>Therapeutic Assessment</b>  Provide therapeutic and specialist assessment to assist the care planning for children and young people, in relation to their placement and therapeutic recovery. </li> <li> <b>Respite Care</b> </li> </ul>
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	<p>Provide respite care for a child or young as required to support the child, young person and carer.</p> <ul style="list-style-type: none"> <li>• <b>Trauma Informed Care</b> Carers and professionals have ongoing training in trauma-informed practice and have a shared understanding and language to align service delivery and practice.</li> <li>• <b>Step Up Step Down Model</b> A flexible step up and step down model with varying levels of intensity is available for children and young people as their needs vary over time.</li> </ul>
Key Concepts	<ul style="list-style-type: none"> <li>• Kinship care is the preferred form of care in the ACT.</li> <li>• Introduction of a Professional Care Model which is an intensive foster and kinship care pathway where carers are paid a full time wage to care for children, young people and sibling groups with complex needs who are unable to be placed in less intensive forms of out-of-home care, for specified period of time.</li> <li>• The introduction of a Placements and Case Mix Committee bringing CYPs and service providers together for all placement decisions.</li> </ul>
<b>Foster Care Service Package</b>	
Broad Definition	<p>The Foster Care service package is provided for children and young people placed with authorised carer/s (who is not related to them) in a family based environment on an emergency, temporary, short term or long term basis.</p>
Service Outcomes:	<ul style="list-style-type: none"> <li>• Children and young people have a stable home and access to supports they require for their individual needs.</li> <li>• Children and young people receive culturally safe, trauma aware and healing-informed services designed to improve their life outcomes.</li> <li>• Foster Carers are supported and receive the training and development they require.</li> <li>• Children and young people who are removed from their usual home at short notice are able to live in a family placement wherever possible.</li> </ul>
Key Elements	<ul style="list-style-type: none"> <li>• <b>Referrals and Assessment</b> Implement a thorough and flexible intake and assessment procedure with a coordinated process to consider all referrals for placements (including</li> </ul>

	<p>emergency placements) in a timely way that meet the individual needs of children and young people in care.</p> <ul style="list-style-type: none"> <li> <b>Participation</b>  Promote genuine, ongoing consultation and facilitate participation of children, young people, their families, and carers in decision-making about processes that affect them. </li> <li> <b>Culture and Connection</b>  Promote and enable the full implementation of the five elements of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP): Prevention, Partnership, Placement, Participation and Connection, in line with its intent to maintain quality lifelong cultural connections for children throughout their involvement with child protection systems.  Respect and support the child or young person’s identity including their name, language, culture, sexuality, gender and religion. </li> <li> <b>Family and Community Connection</b>  Promote and support children and young people in maintaining strong family, community and cultural connections, including facilitating family time and friendships.  Support children and young people in the reconnection with family, where appropriate to do so.  Provide supervision, transportation and support for children and young people before, during and after family visits. </li> <li> <b>Case Management</b>  Provide and coordinate a package of services and supports to meet the specific needs of children, young people and their carers.  Provide a 24/7 on-call support and call-out crisis service for carers.  Promote casework efforts towards restoration as a priority, or support permanency goals where long term care is required. </li> <li> <b>Organisational Requirements</b>  Maintain sound program governance that will support the development of a knowledgeable, quality driven OOHC program, using data for continuous quality improvement.  Human Resources Management (HRM) to maintain a diverse, inclusive and well supported workforce.  Oversee clinical and administrative operations, including workforce supply, delivery and oversight of services and maintain relationships with key stakeholders. </li> </ul>
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	<ul style="list-style-type: none"> <li>• <b>Carer Support and Training</b> Provide training, support and advocacy for carers that considers their existing relationship and some of the challenges and strengths that might be present.</li> <li>• <b>Therapeutic Assessment</b> Provide therapeutic and specialist assessment to assist the care planning for children and young people, in relation to their placement and therapeutic recovery.</li> <li>• <b>Respite Care</b> Provide respite care for a child or young as required to support the child, young person and carer.</li> <li>• <b>Trauma Informed Care</b> Carers and professionals have ongoing training in trauma-informed practice and have a shared understanding and language to align service delivery and practice.</li> <li>• <b>Step Up Step Down Model</b> A flexible step up and step down model with varying levels of intensity is available for children and young people as their needs vary over time.</li> </ul>
Key Concepts	<ul style="list-style-type: none"> <li>• Introduction of a Professional Care Model which is an intensive foster and kinship care pathway where carers are paid a full time wage to care for children, young people and sibling groups with complex needs who are unable to be placed in less intensive forms of out-of-home care, for specified period of time.</li> <li>• The introduction of a Placements and Case Mix Committee bringing CYPS and service providers together for all placement decisions.</li> </ul>
<b>Residential Care Service Package</b>	
Broad Definition	<p>The new therapeutic residential care services being delivered by MacKillop Family Services Limited were procured as part of the Phase 1 Sourcing and Procurement Program. These services comprise:</p> <ul style="list-style-type: none"> <li>• Residential care services - 24/7 therapeutic residential care providing temporary, short-term, and long-term accommodation and support for up to 4 children and young people.</li> </ul>



	<ul style="list-style-type: none"> <li>Intensive residential care services - 24/7 therapeutic residential care providing temporary, short-term, and long-term accommodation and support for up to 2 children and young people.</li> </ul>
Note:	The above therapeutic residential care services are not part of the next round of sourcing and procurement commencing in June 2023. However, Alternate Care arrangements as outlined below are proposed for inclusion.
Key Concepts	<p>Alternate Care involves specialised care providing temporary, short-term, and long-term accommodation and support, where the child or young people requires an extraordinary response as a result of their extremely high complex needs.</p> <p>The introduction of a Placements and Case Mix Committee bringing CYPS and service providers together for all placement decisions.</p>

## Questions | Permanency Services and Placement Packages

1. Is the broad definition appropriate? What about the elements, any gaps?
2. What are your views around how the Adoption / EPR program including permanency planning should be delivered in the ACT?
3. What are your views about the Placements and Case Mix Committee?
4. What are your views about the Professional Care Model? Who should deliver the Model and how should it be delivered?
5. How would case management work for the various placement services packages?
6. What would innovative models and responses for these service packages look like?
7. Where are the opportunities for joint work between government and non-government?

## Family Reconnect and After Care Services Package

Item	Brief Description
<b>Family Reconnect and After Care Services Packages</b>	
Broad Definition	<p>The Family Reconnect and Aftercare package provides a combination of support pathways for young people and adults aged between 15 and 25 years who have had an experience of out of home care and/or who are disconnected from family. This includes:</p> <ul style="list-style-type: none"> <li> <b>Family Reconnect (15 – 18 years)</b>  Services to support young people aged 15-18 years to reconnect or strengthen their connection with family and significant others. </li> <li> <b>Aftercare (18 – 21 Yrs)</b>  Delivery of opt-out services to work alongside adults aged 18-21 years to build their capacity and confidence to be independent and to support transition from youth to adulthood.  A multiple service provider approach to transition support to give young adults choice about continuing to engage with their existing provider or transition to a new provider who they may not have engaged with during their time in out-of-home care. </li> <li> <b>Aftercare (18 – 25 Yrs)</b>  Delivery of an advocacy, advice and referral service for young adults aged 18-25 years that supports the connection to appropriate universal and secondary community-based support systems. </li> </ul>
Service Outcomes:	<ul style="list-style-type: none"> <li>Services can be accessed when required.</li> <li>Users have choice.</li> <li>The intensity of services to able to shift and change as the circumstances of the young person or adult changes.</li> </ul>
Key Elements	<ul style="list-style-type: none"> <li> <b>Referrals and Assessment</b>  Implement an intake process that ensures an integrated and coordinated service for young people, and young adults, that provides user choice and supports access to a range of services when they are needed. </li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Participation</b> Promote genuine, ongoing consultation and facilitate participation of young people and young adults in decision-making processes that affect them.</li> <li>• <b>Culture and Connection</b> Promote and enable the full implementation of the five elements of the Aboriginal and Torres Strait Islander Child Placement Principle (ATSICPP) — Prevention, Partnership, Placement, Participation and Connection, in line with its intent to maintain quality lifelong cultural connections for young people and young adults throughout their involvement with Child Protection systems. Respect and support the individual’s identity including their name, language, culture, sexuality, gender and religion.</li> <li>• <b>Family and Community Connection</b> Promote and support young people and young adults to maintain strong family, community, and cultural connections.</li> <li>• <b>Case Management</b> Provide a coordinated a package of services and support to meet the specific needs of the individual across life domains. Including family reconnection and support and guidance for young people in their transition to adulthood. Work collaboratively with the individual and their support network to develop, implement and review case plans to ensure outcomes are current and have made a positive difference to the safety, welfare and well-being of the young person or young adult.</li> <li>• <b>Organisational Requirements</b> Maintain sound program governance that will support the development of a knowledgeable, quality driven OOHC program, using data for continuous quality improvement. Human Resources Management (HRM) to maintain a diverse, inclusive and well supported workforce. Oversee clinical and administrative operations, including workforce supply, delivery and oversight of services and maintain relationships with key stakeholders.</li> </ul>
Key Concepts	Introduction of a model for the extended provision of care for 18 to 21 year olds incorporating:

	<ul style="list-style-type: none"> <li>• Brokerage services to ensure young adults have flexibility and control over the services they access. These services can be tailored to meet the specific needs of the individual.</li> <li>• User choice.</li> <li>• Change from an opt-in to an opt-out model, to provide greater opportunity for young adults to access the support as they need it, and</li> <li>• Options for flexible engagement, to enable adults with a care experience to access support when they need it, without the need for continuous involvement.</li> </ul>
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## Questions | Family Reconnect and After Care Services Packages

1. Is the broad definition appropriate? What about the elements, any gaps?
2. What are your views around the provision of extended care for 18 to 21 year olds?
3. What could innovative models and responses for these service packages look like?
4. Where are the opportunities for joint work between government and non-government?

## Other Support Services

Item	Brief Description
<b>Brokerage Services</b>	
Broad Definition	This service package covers the funding of additional supports, etc for children, young people, families and carers.
<b>Specialist Services</b>	

Broad Definition	These services are about accessing schemes such as the National Disability Insurance Scheme (NDIS) and / or support services already available in the community.
<b>Standalone Services</b>	
<p>Standalone Services comprise a range of services which were originally procured under A Step Up for Our Kids and adjusted in 2022 to implement new contract arrangements for the period to 30 June 2025. These services are proposed for review / future commissioning commencing in mid-2024 and include:</p> <ul style="list-style-type: none"> <li>• Karinya House Mother and Baby Service.</li> <li>• Australian Red Cross Birth Advocacy Service.</li> <li>• Carers ACT Foster and Kinship Care Advocacy Service.</li> <li>• CREATE Children and Young People Engagement and Support Service.</li> </ul>	
Note:	The Standalone Services are not part of the next round of sourcing and procurement commencing in June 2023.
<b>System Navigation / Interoperability</b>	
Broad Definition	The new service system will drive fundamental change to how we work together – between government and non-government and between service providers. These changes will require interoperability; the ability to collaborate and work in conjunction with one another to provide ‘joined up service delivery.’
Service Outcomes:	<ul style="list-style-type: none"> <li>• Joined up service delivery.</li> <li>• Better outcomes for children, young people, families and carers.</li> </ul>
Key Concepts	<ul style="list-style-type: none"> <li>• Services are delivered by a Peak/s and / or ACCOs?</li> </ul>

## Questions | Other Support Services

1. Is the broad definition appropriate? What about the elements, any gaps?
2. What are your views around the management of brokerage services?
3. What would innovative models and responses for these service packages look like?
4. Where are the opportunities for joint work between government and non-government?
5. How should the system navigation and interoperability be managed?

## Sourcing and Procurement Strategy

The strategic sourcing solution for the next round of child protection, out of home care and support services will be to shift from single to multiple service providers with due consideration given to agency viability and a sustainable sector. Key sourcing principles include:

- Access to best of type services and specialisms e.g., mental health, disability, etc.
- Services are accessible when required, provide choice and allow the intensity of services to shift and adjust as circumstances change.
- Services can be accessed by CYPS / government, service providers and the community.
- Enables Integrated service delivery and informed user choice.
- Services and service providers can be expanded over time.
- Ability for providers, with the appropriate capabilities and capacity to tender to deliver the full continuum of services.
- Ability for providers to tender to deliver one or more services.
- Fair and equitable opportunity to tender without barriers e.g., open tender arrangements and appropriate mechanisms to support the engagement of Aboriginal and Torres Strait Islander enterprises and organisations.

The scope of services for the next round of child protection, out of home care and support services is:

- Out of Home Care Placement Packages – Relative / Kinship Care, Foster Care and support elements associated with Adoptions and Enduring Parental Responsibility (EPR). These

service packages are currently proposed to comprise a guaranteed base allocation of work for service providers.

- Child Protection and Support Packages – Sustaining Families (intensive family services, preservation and restoration), Family Reconnect and Aftercare. These service packages are currently proposed to comprise a guaranteed base allocation of work for service providers.
- Other Related Services e.g., Alternate Residential Care, Contact and Transport Arrangements outside of Out of Home Care Placement Packages, etc. It is proposed that allocation of work for these services would not be guaranteed.

These services packages are expected to be supported by:

- Brokerage services – these services are managed by the Territory and comprise additional supports and wraparound services available to children, young people and families.
- Specialist services – these services are delivered by the Territory and relate to support with accessing schemes such as the National Disability Insurance Scheme (NDIS).

### Questions | Sourcing and Procurement Strategy

1. What do you envisage as the challenges with multiple providers and services able to be expanded over time, and how could these best be managed?
2. How does CSD determine the appropriate number of providers for each of the service packages?
3. How does CSD determine organisational viability when multiple providers are involved? Would this involve a base allocation equally to the multiple providers?
4. How does CSD allocate work above the base? For example, would the volume of services be based on performance to incentivise high delivery standards where high performing providers are rewarded with higher volumes of services?
5. What are the key challenges around transitioning in / out of the various service packages?