

NSW Department of Premier and Cabinet

Keep Them Safe: Review of NSW Child Wellbeing Units

Final Report – August 2011





Contents

Executive Summary	3
1 Introduction	10
2 Methodology and approach to the review.....	12
3 Achievements in the implementation of CWUs to date.....	14
3.1 Purpose and strategy.....	15
3.2 Service model.....	19
3.3 Governance model	26
3.4 People	28
3.5 Process and procedures.....	31
3.6 Organisational structure.....	34
3.7 IT (knowledge and systems).....	36
4 Opportunities to improve the ongoing effectiveness and efficiency of the CWUs.....	38
4.1 Purpose and strategy	38
4.2 Service models	44
4.3 Governance structure	57
4.4 People	61
4.5 Processes and procedures	71
4.6 Organisational structure.....	73
4.7 IT (Systems and Processes) - WellNet	76
Appendix A Glossary	78
Appendix B Data plan.....	81
Appendix C CWU Staff survey methodology.....	83
CWU Staff survey questions	84
Appendix D Mandatory Reporters survey methodology	88
Mandatory Reporters survey questions.....	90
Appendix E Interviews with key stakeholders	92
Appendix F Recommendations – Effectiveness and Efficiency.....	93
Appendix G CWU Workshop priorities	98



Executive Summary

An understanding of the history and purpose of the CWUs guides the review

The Child Wellbeing Units (CWUs) were established in January 2010 to assist Mandatory Reporters, and ultimately, children and families. They support the introduction of Keep Them Safe¹, a five-year Action Plan that aims to re-shape the way family and community services are delivered in NSW to improve the safety, welfare and wellbeing of children and young people. CWUs are located across the four government agencies which account for the majority of reports to the Child Protection Helpline: NSW Police Force, Department of Education and Communities (DEC), Department of Family and Community Services (FACS) and NSW Health.

In March 2011, the NSW Department of Premier and Cabinet (DPC) commissioned a review of the implementation of CWUs. The objectives of the review were:

1. Review and report on the strengths and weaknesses of the implementation of the CWUs under the NSW Government Action Plan Keep Them Safe: A shared approach to child wellbeing (2009 – 2014).
2. Identify any changes to existing structures, staffing, processes and systems that may be required to ensure the CWUs' effectiveness in improving child protection and wellbeing services in NSW.

Given that the CWUs have now been in operation for more than one complete year, this review presents an important opportunity to recognise the achievements to date and identify ways of strengthening the future functioning of the CWUs. This review also represents an important step in the maturity of the CWUs, transitioning from the operational phase (Establishment – June 2011) to the standardisation and best practice phase (July 2011 – June 2012).

The Nous Group completed the review between April and July 2011.

This report was informed by a robust methodology and approach

This report was informed by a range of data collection activities, including a documentation and data review, numerous stakeholder interviews and structured workshops. The views and insights of 74 CWU staff and over 2,800 Mandatory Reporters were also captured through an online survey. Each of these activities was guided by the seven organisational areas for review – purpose and strategy, service model, governance model, people, processes and procedures, organisational structure and IT(knowledge and systems).

The methodology took into account the limitations of available data associated with this period of establishment for CWUs by using multiple sources of data to test assumptions and avoid inappropriate generalisations or extrapolations.

¹ New South Wales Government, *Keep Them Safe: A Shared Approach to Child Wellbeing* (2009).



An understanding of the service models for the CWUs is important context for this review

The services delivered by each of the CWUs are determined by their three key roles:

1. Advise, support and educate Mandatory Reporters to help them determine whether a child or young person is subject to suspected risk of significant harm (ROSH), and to ensure that these matters are reported to the Community Services' Child Protection Helpline (noting that Mandatory Reporters will continue to make reports of "imminent" significant harm directly to the Helpline)
2. In other cases, identify potential responses by the agency or other services to assist the child or young person or family, and
3. Over time, drive better alignment and coordination of agency service systems.

There are similarities and differences in the ways that these key roles are delivered within each of the CWUs due to the different nature of the organisations within which they operate. An understanding of these similarities and differences is important context for the review. Nous has used this understanding to guide the recommendations that have been made and recognises that there are complexities in operation that should be considered.

There have been a number of achievements in the implementation of CWUs to date

Overall, implementation of the CWUs to date has been largely successful, with a number of key achievements across the seven organisational review areas:

- **Purpose and strategy** - CWUs have contributed to a reduction in reports made to the Child Protection Helpline. They have successfully established an alternate reporting pathway for child protection concerns through, among other things, educating and training Mandatory Reporters in relation to the new threshold, and supporting use of the Mandatory Reporter Guide.
- **Service model** – The development of tailored agency service models has encouraged Mandatory Reporters to contact their CWU and to receive advice and support.
- **Governance model** - There has been clear leadership and direction throughout the CWU implementation, along with a strong focus on operational management.
- **People** - The initial focus on training and development has provided Mandatory Reporters and CWU staff with the appropriate knowledge and skills.
- **Processes and procedures** - Standard Operating Procedures and guidelines have been developed and the initial awareness, uptake and use of the Mandatory Reporter Guide have been strong.
- **Organisational structure** - The outposted caseworkers support comprehensive and seamless information exchange. In addition, the roles and responsibilities of staff have been established and communicated across the CWUs.
- **IT (Knowledge and systems)** - The establishment of the WellNet database was identified as the most significant area of success in the implementation of the CWUs.



There are also a number of opportunities that will improve the ongoing effectiveness and efficiency of the CWUs

Throughout this project, Nous identified a set of opportunities that will enhance CWUs' effectiveness and efficiency. The following table summarises the key opportunities and associated recommendations, which are described in more detail in Section 4 of this report. This table also provides an indication of the relative priority of each recommendation and the timeframe in which they should start (shading is used to highlight high priority recommendations). To demonstrate how each of the recommendations relates to improving the efficiency and/or effectiveness of the CWUs, an expanded summary table has been included in Appendix F.

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Priority / Timing
Purpose and strategy Inter-agency collaboration and strategic focus	1.	CWUs should continue to strengthen how they work together across agencies through an increased focus on collaboration of staff and inter-agency programs.	1.1. The CWUs should expand existing cross-agency collaboration strategies, including secondments, cross-agency days and training. 1.2. The Directors' Forum should continue to develop inter-agency practices and look towards broader implementation.	Medium (6-12 months)
	2.	Consistent with the next phase of development of the CWUs, the Directors' Forum should become more strategically focused.	2.1. The CWUs should change the terms of reference and operations of the Director's Forum to promote a strategic focus. 2.2. The Directors' Forum should develop common KPIs linked to a joint strategic plan and establish timeframes for reporting against the KPIs. 2.3. The Directors' Forum should develop a joint strategic plan that is aligned to the objectives of Keep Them Safe.	High (within 6 months)
Service models Standardisation and best practice	3.	CWUs are well-placed to identify service gaps and should play an important role in contributing to the systematic capturing of service information.	3.1. CWUs and Community Services should explore technical aspects of WellNet which could support the identification of service gaps and capturing of service information. 3.2. The Directors' Forum should determine how CWUs can identify service gaps and work with the broader Keep Them Safe system to develop a plan to meet those gaps. This should be a high priority in the strategic plan.	Medium (6-12 months)



Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Priority / Timing
	4.	CWUs should maintain the current service models to support a shared responsibility for children and young people's wellbeing, with an increased focus on sharing best practice to improve efficiency and effectiveness.	4.1. Current service models across the CWUs should be maintained. 4.2. The Directors' Forum should explore opportunities to share and develop best practice such as increased use of the HSNet CWU Forum Page.	Medium (6-12 months)
	5.	CWUs should investigate strategies to provide consistent and timely feedback to Mandatory Reporters on the outcomes of their contacts with the CWU.	5.1. The Directors' Forum should determine how the CWU service models can incorporate the provision of more consistent and timely feedback to Mandatory Reporters regarding the outcomes of specific contacts with the CWU. 5.2. The Director's forum should identify key principles to inform how CWUs provide feedback to mandatory reporters relevant to their roles and responsibilities. 5.3. The Directors' Forum should work with the Child Protection Helpline to investigate the findings of the Mandatory Reporter survey regarding consistency of advice.	High (within 6 months)
	6.	Department of Premier and Cabinet should re-examine the relationship between CWU funding and demand and monitor over the next 3-6 months to allow for resources to be directed to areas of greatest need.	6.1. The CWU Directors' Forum should lead an activity project for CWU Assessment Officers to capture time on Events, Non Events and Other over a three month period. This will provide a benchmark to assist decision making on staffing levels and allocation of funds. 6.2. The Department of Premier and Cabinet, in conjunction with the Directors' Forum, should finalise an assessment of the most appropriate distribution of funding to align CWU effort across the three roles to support the achievement of Keep Them Safe outcomes.	High (within 6 months)
Governance model Clarity and machinery of government changes	7.	The Department of Premier and Cabinet should clarify the governance arrangements between the Senior Officers Group and the Directors' Forum	7.1. The terms of reference for both the Senior Officers Group and the Directors' Forum should be updated and should reflect the key interrelationships between the two groups. 7.2. The Department of Premier and Cabinet should continue to play the oversighting role for the CWUs for the next 12 – 18 months.	High (within 6 months)



Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Priority / Timing
	8.	The Department of Premier and Cabinet should ensure that the machinery of government changes that impact on CWUs are implemented as a priority.	<p>8.1. For NSW Health, clarify the location of the CWUs in relation to the reporting arrangements and the relocation of Area Coordinators to the Local Health Districts.</p> <p>8.2. For the Department of Family and Community Services finalise a service level agreement with Attorney General's and Justice (for Juvenile Justice).</p> <p>8.3. For the Departments of Education and Communities and Family and Community Services, determine which CWU Aboriginal Affairs will use and establish a service level agreement, if required.</p> <p>8.4. For the Department of Education and Communities, clarify how the CWU will service early childhood, education care sector and Office of Communities staff.</p>	High (within 6 months)
People Stability, training and development	9.	To attract and retain high quality staff, CWUs should aim to provide staff with more stability and opportunities for career development.	<p>9.1. CWUs should continue to encourage development and growth of CWU staff through expansion of cross-agency secondments, sharing of best practice and other strategies for retaining high quality staff.</p> <p>9.2. Following determination of staffing levels under Recommendation 6, Department of Premier and Cabinet should facilitate discussions with NSW Treasury regarding advice to agencies to enable permanent filling of positions where possible.</p>	High (within 6 months)
	10.	CWUs should develop and deliver consistent and ongoing training and development opportunities for CWU staff across agencies.	<p>10.1. The Directors' Forum should implement a train-the-trainer approach to CWU staff training and development, which includes inter-agency, case study and scenario based training.</p> <p>10.2. The Directors' Forum should establish a centre of excellence to centrally manage education and training and better maintain knowledge and skills across CWUs.</p>	Medium (6-12 months)
	11.	CWUs should provide more staff consistency across CWUs including classification and levels.	<p>11.1. NSW Police should re-evaluate the Assessment Officer levels, based on their current roles, responsibilities and skills.</p> <p>11.2. The future of 10 temporary NSW Police CWU positions should be urgently resolved with ongoing funding.</p>	High (within 6 months)



Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Priority / Timing
	12.	CWUs should continue to invest in the ongoing education, encouragement and support of Mandatory Reporters.	<p>12.1. CWU agencies should use existing and new communication channels to provide Mandatory Reporters with information on any clinical and governance changes, changes to legislation or ROSH thresholds.</p> <p>12.2. CWU agencies should identify strategies for disseminating information on the CWUs (including the roles and services provided by CWUs, as well as how and when to contact the CWUs) to enhance awareness and understanding amongst Mandatory Reporters.</p> <p>12.3. CWU agencies should coordinate with Community Services to promote and enhance the uptake of ongoing Mandatory Reporter Guide training for Mandatory Reporters, particularly for new Mandatory Reporters.</p>	Medium (6-12 months)
	13.	CWUs should prepare internally and collectively for Directors' successions and focus on the development of new and acting Directors.	<p>13.1. Internally, each CWU should identify and prepare potential successors.</p> <p>13.2. Across the agencies, CWUs should develop mentoring arrangements for any new Directors.</p>	Medium (6-12 months)
Processes and procedures Consistency	14.	CWUs should review existing policies and procedures (i.e. communication strategies, operating procedures and guidelines) to increase consistency and appropriateness across agencies.	<p>14.1. Each agency should refresh their communication strategy to pick up on the key messages of the review.</p> <p>14.2. The Directors' Forum should review the cross-agency CWU operating guidelines at regular intervals and incorporate the best practice elements from the individual CWU operating procedures and guidelines.</p>	Medium (6-12 months)
Organisational structure Centres of excellence and info-exchange	15.	The Directors' Forum should establish centres of excellence in the areas of training and development of CWU staff, systematic service identification and planning and performance reporting.	<p>15.1. NSW Health CWU should become the centre of excellence for training and development of CWU staff.</p> <p>15.2. NSW Police CWU should become the centre of excellence for KPIs and performance reporting.</p> <p>15.3. The Directors' Forum should also investigate the establishment of a centre of excellence for systematic service identification and other CWU functions such as recruitment and induction.</p>	Medium (6-12 months)



Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Priority / Timing
	16.	Information exchange should be supported through a permanent Information Exchange Change Team service.	16.1. The Information Exchange Change Team service should be maintained at least at the current level of resourcing (four staff). 16.2. The Information Exchange Change Team should be appropriately resourced as part of the core funding for CWUs.	Medium (6-12 months)
IT (Knowledge and systems) WellNet	17.	CWUs are well-placed to identify and investigate improvements to WellNet's analytic and reporting capability and should explore opportunities for integrating it with agency systems.	17.1. In conjunction with Community Services, CWUs should identify the improvements to WellNet's analytic and reporting capability. 17.2. CWUs should coordinate with Community Services to clarify any enhancements to the communication between the Helpline and CWUs on Helpline screening. 17.3. CWUs should continue to investigate methods for integrating WellNet with agency systems.	Medium (6-12 months)

Table 1: Summary of recommendations

The remainder of this report is presented in four main sections:

1. **Section One:** provides the background to the review
2. **Section Two:** summarises the methodology and approach to the review, including the sources of data from which the key findings are drawn
3. **Section Three:** highlights the key strengths of the implementation and actions to date
4. **Section Four:** highlights opportunities for improving the functioning and operations of the CWUs and presents recommendations to ensure ongoing effectiveness and efficiency of the CWUs.



1 Introduction

The CWUs were established in January 2010 in response to the Wood Special Commission of Inquiry and to support the introduction of Keep Them Safe. Implementation of the CWUs aimed to provide immediate support to Mandatory Reporters, and ultimately, children and families.

The CWUs are located across the four government agencies that account for the majority of reports to the Child Protection Helpline: The NSW Police Force, Department of Education and Communities, Department of Family and Community Services and NSW Health.

The three key roles of the CWUs are:

- Advise, support and educate Mandatory Reporters to help them determine whether a child or young person is subject to suspected risk of significant harm, and to ensure that these matters are reported to the Community Services' Child Protection Helpline (noting that Mandatory Reporters will continue to make reports of "imminent" significant harm directly to the Helpline)
- In other cases, identify potential responses by the agency or other services to assist the child or family, and
- Over time, drive better alignment and coordination of agency service systems.

CWUs are in the early phase of the overall timeframe of the five-year Keep Them Safe Plan. This review presents an important opportunity to identify ways of strengthening the future functioning of the CWUs.

The current developmental phase of the CWUs is also clearly relevant to how this review will inform the next 12 months of their operation. Figure 1 below depicts our assessment of the three organisational phases through which we expect the CWUs will transition:

- **Operational phase** – focus was on the implementation and operation of the CWUs. The end of June 2011 marks the end of this operational phase.
- **Standardisation / best practice phase** – focus transitions towards the standardisation and adoption of best practice across the CWUs.
- **Embedded phase** – will be informed by the formal evaluation of the CWUs against the objectives of the Keep Them Safe plan and will be focused on embedding the CWUs in the child protection environment.



	1. Operational phase	2. Standardisation / best practice phase	3. Embedded phase
Timing	January 2010 (CWU establishment) to June 2011	July 2011 to June 2012	July 2012 onwards
Focus	<p>The end of June 2011 completed the operational phase where the focus was on the establishment of the CWUs. Some characteristics of this phase include:</p> <ul style="list-style-type: none"> • Strong operational focus by Directors and governing bodies • Service model evolve differently across CWUs • Within-agency processes and procedures develop 	<p>Following the initial establishment of the CWUs, the next phase is the standardisation / best practice phase. Some characteristics of this phase include:</p> <ul style="list-style-type: none"> • A stronger focus on sharing best-practice across CWUs • Standardisation of processes and procedures to enhance consistency • Establishment of centres of excellence 	<p>This phase should execute the recommendations of the formal evaluation and work towards embedding CWUs in the child protection environment.</p>
Review	The current review is being conducted at the end of this phase to identify strengths and weaknesses in the implementation, and identify recommendations informing the standardisation / best practice phase	A formal evaluation against the objectives of the KTS Plan should be conducted at the end of the standardisation / best practice phase.	Ongoing monitoring and improvement

Figure 1: Organisational phases and timeline of the CWUs

Given the timing of this review and the importance of transitioning to the standardisation / best practice phase, this review concentrates on the strengths and weaknesses of implementation to date and sets out some specific and practical recommendations to help ensure CWUs are effective in the future.



2 Methodology and approach to the review

The review was conducted from April to June 2011. The objectives of the review were to:

1. Review and report on the strengths and weaknesses of the implementation of the CWUs under the NSW Government Action Plan Keep Them Safe: A shared approach to child wellbeing (2009 – 2014).
2. Identify any changes to existing structures, staffing, processes and systems that may be required to ensure the CWUs' effectiveness in improving child protection and wellbeing services in NSW.

This report provides the key findings and recommendations drawn from a range of data collection activities, described in the table below and reflected in the data plan in Appendix B. The data collection methodology takes account of the relatively short period of time that CWUs have been in operation (since 24 January 2010). It addresses limitations in the availability of data by employing a number of complementary data collection approaches. This means that the analysis was not dependent on a single source of data to answer review questions.

The appendices provide a more detailed description of the methodology for each data collection activity and details on the sample size.

CWU Staff Surveys	The views and insights of employees across the CWUs were captured through the CWU Staff Survey. The survey was open from Monday 2 May through to Sunday 8 May 2011 and was completed by 74 employees. The results of this survey are likely to be impacted by the response rates of staff across the CWUs (documented in the appendices). This should be taken into consideration when interpreting the results. For further detail on CWU Staff survey methodology and questions refer to Appendix C.
Mandatory Reporters Survey	The views and insights of Mandatory Reporters were captured through the Mandatory Reporter survey. The survey was open from Monday 2 May through to Thursday 12 May 2011 and was completed by over 2,800 Mandatory Reporters across agencies. To accommodate technical difficulties, the Mandatory Reporter survey was extended for an additional week for FACS. The DEC Mandatory Reporter Survey was also extended by an additional week to allow Principals to respond. There were minimal responses after the initial closing date, so these responses were only incorporated into the thematic analysis of comments. Each Agency CWU took responsibility to disseminate the survey link to their Mandatory Reporters, choosing the appropriate communication channel for their Agency. The total number in receipt of the survey is unknown and therefore the response rate for Mandatory Reporters cannot be calculated. For further detail on Mandatory Reporters survey methodology and questions refer to Appendix D.
Document review, data quality	A desktop review of key documentation, information and empirical data was conducted in line with the data plan. Operational data was sourced from monthly WellNet or from Community Services reports. CWU Directors advised that the monthly WellNet reports post March 2010 were more reliable than earlier reports and should be used for the review analysis. The most reliable data was that relating to Total Contacts, Events, Non Events and Other Obtain/Provide Info.



Stakeholder consultations	Structured interviews were conducted throughout April and May, with over a dozen key stakeholders consulted. For further detail on stakeholder consultations refer to Appendix E.
Structured workshops	Using the initial findings from the above data collection activities, a series of structured workshops were held across the 6 CWUs. The aim of these workshops was to actively engage the CWU staff in the review process, validate and build on the initial review findings and to capture suggested improvements for the next 12 months. For further detail on CWU workshops refer to Appendix G.
Child Wellbeing Units	NSW Police Force Department of Education and Communities (formerly Department of Education and Training) Department of Family and Community Services (formerly Department of Human Services) NSW Health.

Table 2: Data collection activities

The approach to the CWU review focused on seven organisational areas informed by Nous' proven Organisational Architecture Framework (Figure 2). This framework provides a structured approach for the consideration of all factors that affect an organisation's capability to function efficiently and effectively. Doing things in each of these areas well, and achieving maximum alignment of effort between areas, best enables the future success of organisations. These factors relate to the strategic direction of the organisation, the ways things are done to provide value to stakeholders and the supporting infrastructure that comprise the core enablers of the organisation's functioning.

A series of key review questions were mapped to these seven organisational areas and were focused on the current situation, future considerations and areas of change (Appendix B).

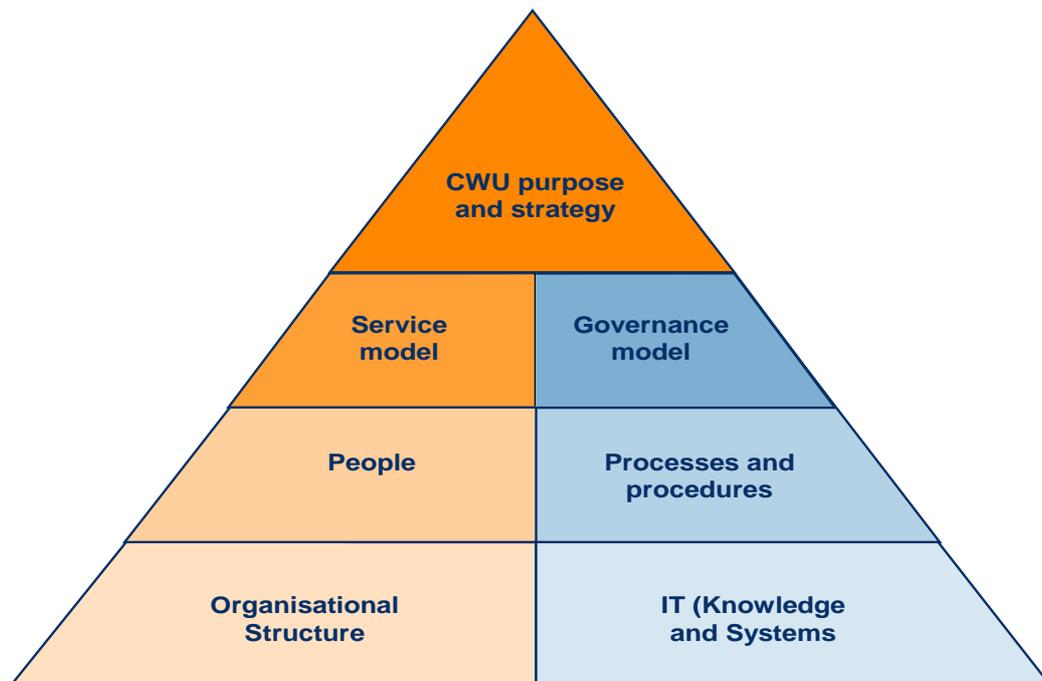


Figure 2: Seven key organisational areas for review



3 Achievements in the implementation of CWUs to date

Overall, the implementation of CWUs to date has been largely successful, with a number of key achievements identified within each of the seven organisational review areas. This section of the report presents a summary of the key achievements that are supported by the information and data analysis completed as part of the review, and then highlights each achievement in more detail under the relevant review area.

The key achievements² Nous identified through this project are:

- Key achievement 1:** Establishment of CWUs and achievement of their overall objectives (see page 15)
- Key achievement 2:** Contribution to the reduction in the number of reports made to Child Protection Helpline since the establishment of the CWUs (see page 15)
- Key achievement 3:** Increased visibility and reputation of the CWUs with Mandatory Reporters (see page 18)
- Key achievement 4:** Development of tailored agency service models which encourage Mandatory Reporters to contact their CWU (see page 23)
- Key achievement 5:** Mandatory Reporters provided with effective advice and service referrals CWUs (see page 23)
- Key achievement 6:** Clear leadership and direction throughout CWU implementation (see page 26)
- Key achievement 7:** Strong focus on the operational management of CWUs (see page 26)
- Key achievement 8:** Initial focus on training and development (see page 28)
- Key achievement 9:** Standard Operating Procedures and guidelines developed across the CWUs and for each CWU (see page 31)
- Key achievement 10:** Strong initial awareness, uptake and use of the Mandatory Reporter Guide (see page 33)
- Key achievement 11:** Roles and responsibilities clearly established within CWUs (see page 34)
- Key achievement 12:** Outposted caseworkers supporting comprehensive and seamless information exchange (see page 34)
- Key achievement 13:** Establishment of the WellNet Database (see page 36).

² Note that the key achievements are numbered according to which organisational review area they fall under; numbering bears no correlation to strength of achievement or significance.



3.1 Purpose and strategy

Key achievement 1: Establishment of CWUs and achievement of their overall objectives

The CWUs were established to provide immediate support and education to Mandatory Reporters, particularly in relation to the new reporting thresholds which changed from 'risk of harm' to 'risk of significant harm' or ROSH on 24 January 2010.

During the stakeholder consultations, all four agencies identified the establishment of the CWUs within the timeframe as one of the most significant achievements. Specifically these consultations provided the following selected insights:

- Department of Education and Communities: Identified the focus on building a profile with Mandatory Reporters as key to the early success of the CWUs following their establishment.
- NSW Police Force: Identified timely recruitment and training of CWU staff as fundamental to the establishment of the CWUs within the timeframes.
- NSW Health: Identified cross-agency collaboration and commitment as important contributors to getting the CWUs established within the short timeframes.
- Department of Family and Community Services: Identified the building of commitment, collaboration and shared responsibility across the three agencies prior to the implementation of CWUs as key to their initial success within the short timeframes.

In the CWU Staff Workshop, participants identified strong senior sponsorship, organisational support and the continued effort by all staff as the key factors in the establishment of the CWUs in time for the January 2010 commencement date.

Key achievement 2: Contribution to the reduction in the number of reports made to Child Protection Helpline since the establishment of the CWUs

The Community Services Annual Statistical Report 2009/2010 revealed a number of important findings in relation to the overall reduction in reports which are highlighted in Figure 3 below. The top line represents the number of child and young person concerns (previously referred to as the child protection reports), whilst the bottom line indicates the number of ROSH / referred reports to a Community Services Centre or Joint Investigation Response Team.

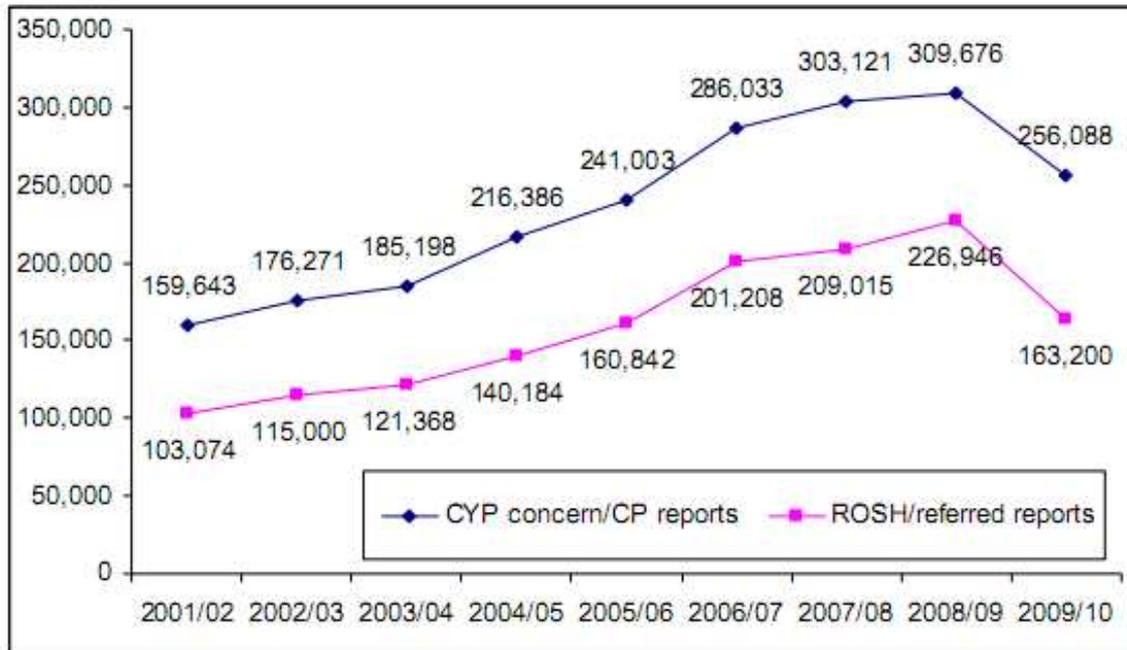


Figure 3: Child and young person concern/child protection reports and ROSH/referred reports, NSW, 2001/02 to 2009/10 (Source: Community Services Annual Statistical Report 2009/10)

These results show that since the implementation of CWUs, there has been an overall reduction in the number of:

- **Child and young person concern / child protection reports**
In 2009/10 the number of reports declined by 17.3%, from 309,676 in 2008/09 to 256,088 in 2009/10
- **ROSH / referred reports**
In 2009/2010 the number of ROSH / referred reports declined by 28.1%, from 226,946 in 2008/09 to 163,200 in 2009/09.

The reduction in reports can be broken down by agency, showing the changes in the total child and young person concern/child protection reports (Figure 4) and ROSH reports (Figure 5) to the Community Services Helpline, following the introduction of the new thresholds and establishment of CWUs.

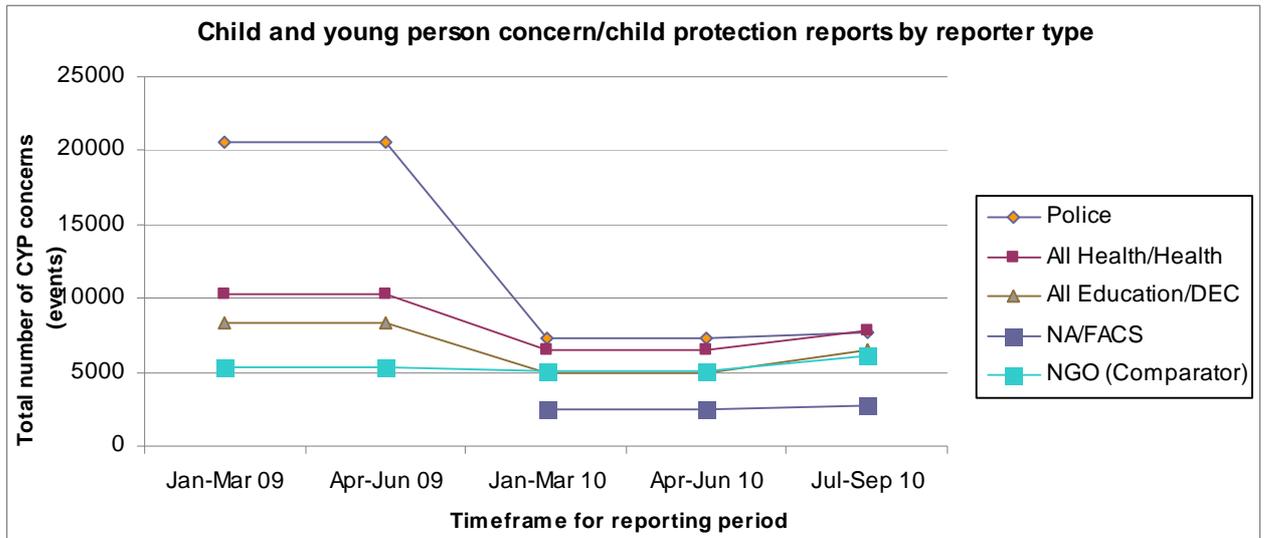


Figure 4 - All CYP Concerns / Contacts to Community Services Helpline by Mandatory Reporter

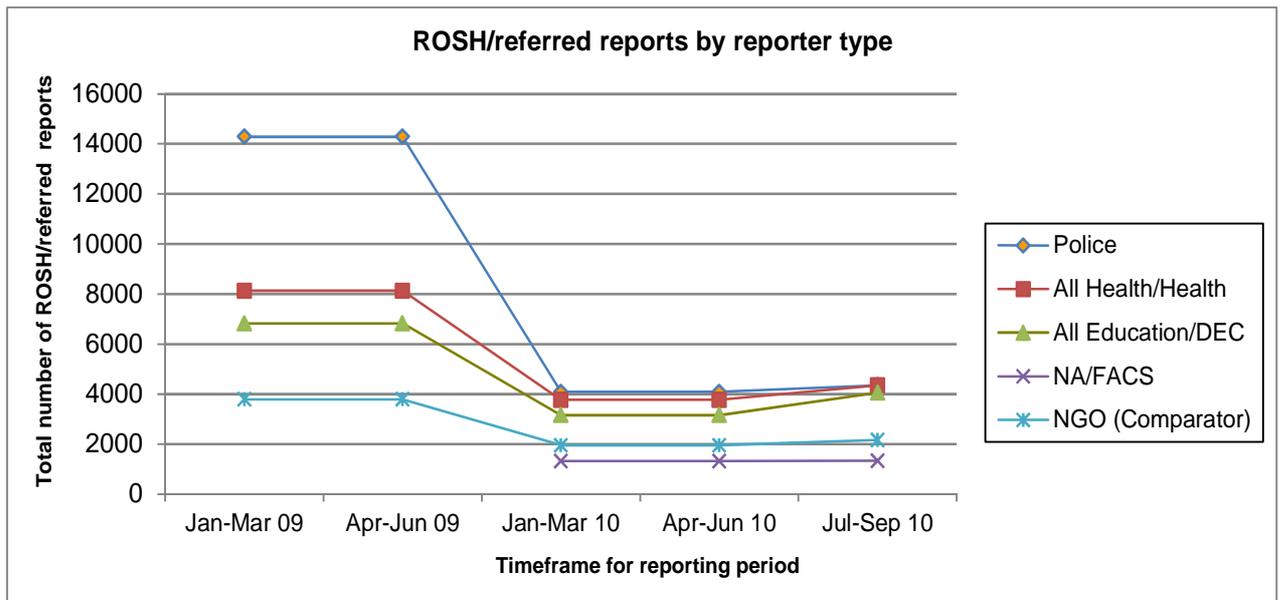


Figure 5 - ROSH Reports to Community Services by Mandatory Reporter

Source: Community Services Annual Statistical Report 2009/10 and KiDS CW Quarterly Report – Sep 10

The decline in child and young person/child protection reports and ROSH/referred reports between 2008/09 and 2009/10 will be a result of a number of factors including the implementation of the ROSH threshold and the introduction of Structured Decision Making in January 2010 with the concurrent establishment of the CWUs. It was not within the scope of this review to undertake further analysis of the specific contribution of CWUs to the reduction in reports. This should be the focus of the broader evaluation of Keep Them Safe.



Key achievement 3: Increased visibility and reputation of the CWUs with Mandatory Reporters

Since the establishment of CWUs in January 2010, the reputation and visibility of CWUs has increased with Mandatory Reporters. The results of the Mandatory Reporter survey suggest that there is strong visibility and awareness amongst Mandatory Reporters about the purpose and strategy of the CWUs. Figure 6 shows that the majority of respondents reported that the purpose of their CWU had been clearly communicated to them and that they knew how and when to contact their CWU.

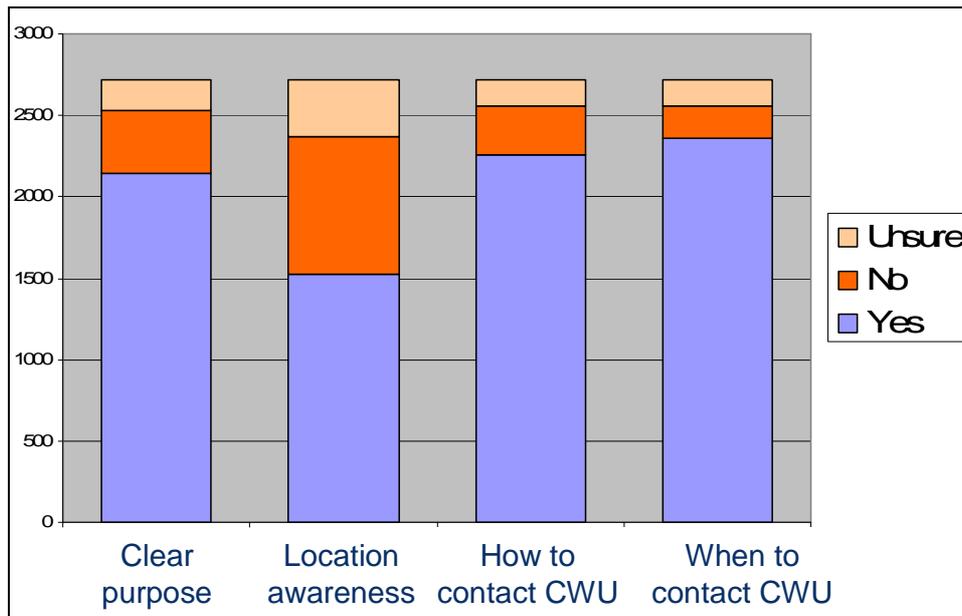


Figure 6: Mandatory Reporter survey results: Purpose and strategy (n=2,883)

The Mandatory Reporter survey also showed a positive reputation for all CWUs amongst Mandatory Reporters. Of the 58% of respondents who had contacted the CWU, the majority of respondents reported that the CWU had:

- helped them identify the level of suspected risk to the child or young person (78%)
- helped them identify potential responses to assist the child or young person (70%)
- provided them with effective advice or referrals (63%).

The Mandatory Reporter survey results did reveal some differences across the CWUs, with slightly lower results regarding effective advice or referrals for the NSW Police CWU and NSW Health CWU. However, it is important to note that differences in the roles of Mandatory Reporters across agencies may affect expectations about the role of CWUs. For example, NSW Health Mandatory Reporters frequently have an ongoing case management or service provision role which involves home visiting. Therefore, the slightly lower results for NSW Health may indicate that health workers have a higher expectation about how the CWU might be able to assist them given their ongoing role with the child or young person for whom they have concerns.



3.2 Service model

The services delivered by each of the CWUs are determined by their three key roles:

- 1 Advise, support and educate Mandatory Reporters to help them determine whether a child or young person is subject to suspected risk of significant harm, and to ensure that these matters are reported to the Community Services' Child Protection Helpline (noting that Mandatory Reporters will continue to make reports of "imminent" significant harm directly to the Helpline)
- 2 In other cases, identify potential responses by the agency or other services to assist the child or young person or family, and
- 3 Over time, drive better alignment and coordination of agency service systems.

Child Wellbeing Units are integral to achieving the cultural change in work practices that underpins the Keep Them Safe reforms. A key function of the Child Wellbeing Units is that of change agents reshaping agency responses to child protection by providing training and advice to staff and working with other Child Wellbeing Units to develop more effective service delivery.

Establishing Child Wellbeing Units within NSW Health, the NSW Police Force, the Department of Education and Communities, and the Department of Family and Community Services promotes a shared responsibility for child wellbeing across the agencies with the most contact with the Child Protection Helpline.

The decision to create Child Wellbeing Units in each agency, recognises that the manner of achieving shared responsibility will necessarily vary according to each agency's structures and systems and the particular service environments in which they operate, which vary considerably across the agencies.

The Child Wellbeing Unit service model therefore has common elements and shared objectives while allowing for flexibility in meeting individual agency needs. The Child Wellbeing Unit Operating Guidelines, endorsed by the KTS Senior Officers' Group, articulate the overarching guidelines for Child Wellbeing Unit operations. Each Child Wellbeing Unit has then developed Operating Procedures that are consistent with those Guidelines and provide further guidance to staff to ensure operational procedures are relevant for their particular agency service environment and practicable for their mandatory reporters."

Table 3 below sets out similarities and differences in the ways that these key roles are delivered due to the different nature of the organisations within which CWUs operate.

Each agency has separate structures and processes tailored to meet the needs of the mandatory reporters they are servicing. Stakeholder interviews highlighted the importance of the tailored service models including:

- The key role of CWUs in building the capacity and educating Mandatory Reporters. For dispersed agencies with a range of different Mandatory Reporters (Department of Family and Community Services, Department of Education and Communities and NSW Health) a significant amount of service effort has been dedicated to this function. CWU staff are extensively involved in coaching, educating and capacity building of Mandatory Reporters.



- The tailoring of effort needed to “provide assistance” on relevant services to match the needs of a child or young person and families.



	NSW Health, DEC, FACS CWUs	NSW Police CWU
Operating model	Both DEC and FACS operate a centralised CWU, located in central Sydney and Lidcombe respectively. NSW Health is geographically dispersed with CWUs located in Dubbo, Wallsend and Wollongong mirroring the existing child health networks.	Operates a centralised CWU located in Tuggerah and receives electronic notification of Non ROSH events from the Police system COPS.
Mandatory Reporter process	<p>Mandatory Reporters for these agencies do not have access to an electronic system linked to WellNet. Mandatory Reporters assess the concern and are strongly encouraged to use the Mandatory Reporter Guide to assist in their assessment. In addition they play a substantial role in determining the type of service or assistance required, in relation to child concerns that do not reach the threshold of suspected ROSH.</p> <p>This assistance can be extensive, including undertaking an assessment of the child/families service needs, locating all relevant services, sourcing an appropriate referral, determining service availability and eligibility and assisting the Mandatory Reporter to engage the family in a discussion regarding service referral or making a service referral.</p> <p>Similar to Police the Mandatory Reporters generally inform the Helpline directly of ROSH and iROSH matters. However given the CWUs legislative function as an alternate reporting pathway to Community Services, the CWUs will and do take on this responsibility at times.</p>	<p>Mandatory Reporters complete an incident report in the Police COPS system. This report is based on the Mandatory Reporters Guide and the information entered will determine if this reaches the threshold of suspected ROSH or Non ROSH. On completion, electronic reports are sent to Community Services for suspected ROSH reports and to the Police CWU for Non ROSH reports.</p> <p>For Police an incident report (or contact in CWU parlance) automatically becomes an event in WellNet, and this forms the bulk of the Police CWU work. Police CWU staff therefore do not spend time populating WellNet with basic data on an event. Staff can concentrate on: looking at the entered data, associated previous events, calling appropriate agencies for further information, recording information received, recording actions in WellNet and COPS (average time 50 mins). During this process the event could result in:</p> <ul style="list-style-type: none"> • A referral for services to assist the child/family (plus 40 mins on average) • An eReport in WellNet to escalate the incident/concern to ROSH (plus 40 mins on average) • An email and a phone call to escalate to imminent risk of significant harm (iROSH) (plus 45 mins on average) • Writing a Cumulative Risk Assessment, completing eReport for ROSH escalation (plus 95 mins on average) <p>Combining the common activities associated with an event of average time 50 minutes plus one of the above options provides a range of time on events from 50 minutes to 145 minutes. The average time is 94 minutes.</p> <p><i>The above timings are provided as a result of a four week period during which all Assessment Officers noted the time taken to complete activities associated with an event.</i></p>
Event process	CWU Staff create the fundamental information regarding the concern in WellNet, unlike Police who have this available via COPS. For each contact CWU staff have discretion as to whether a contact is recorded as an event or a	<p>Mandatory Reporters are not responsible for following up on an event.</p> <p>This more narrow definition of the role of Mandatory Reporters provides the Police CWU staff with the opportunity to take on a greater role in referrals.</p>



<p>provide advice/not event. It is important to note however that the CWU Operating Guidelines and agency procedures place parameters around such discretion. For example, where the Mandatory Reporter Guide directs the Mandatory Reporters to a CWU this is always recorded as an event.</p> <p>CWU staff will assist Mandatory Reporters in their assessment of the event and provide assistance on relevant services. All CWUs are focused on building the capability of their Mandatory Reporters. This includes challenging their roles and responsibilities in responding to concerns and reflects the cultural change required to adopt a shared approach to child wellbeing. It takes time to provide advice on non-ROSH related matters, and this time reflects the need to build capability and share responsibility for child wellbeing.</p>	<p>Police have started to track those who have and have not taken up the offer of referred services and have explored the use of an external provider (Support Link) to manage the referral process. Police CWU staff spend less time on the provision of advice and support to their Mandatory Reporters about ongoing involvement in cases.</p>
---	---

Table 3: Similarities and differences in the nature of the organisations within which CWUs operate



Key achievement 4: Development of tailored agency service models which encourage Mandatory Reporters to contact their CWU

Mandatory Reporters access the Mandatory Reporter Guide or otherwise contact the CWU for a range of safety, welfare and wellbeing related matters. Such contacts include discussing information exchange, service provision and referrals. However, contacts by Mandatory Reporters to CWUs, and between Community Services and Mandatory Reporters, are made using two different models:

1. **NSW Health, Department of Education and Communities and Department of Family and Community Services:** Contacts by Mandatory Reporters to the CWUs are made primarily by phone. Community Services advise Mandatory Reporters directly of the result of reports to the Helpline.
2. **NSW Police:** Contacts by Mandatory Reporters to the CWUs are automated through the COPS system. Community Services advise the Police CWU of the result of reports to the Helpline.

The number of contacts made to each CWU varies greatly. This variation reflects the relative demand for child protection assistance within an agency, the need for child protection advice amongst agency staff, and different agency service models. The total number of inbound contacts for each CWU is presented in Figure 7 below.

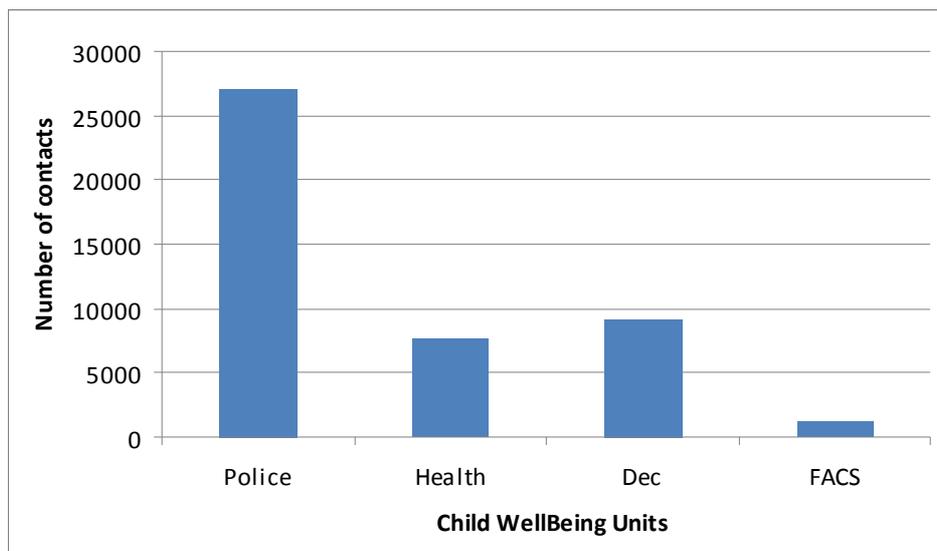


Figure 7: Number of contacts for each CWU. Source: Directors' Forum Monthly Reports, Mar 2010-Feb 2011

Key achievement 5: Mandatory Reporters provided with effective advice and service referrals by CWUs

One of the CWUs' three founding roles is to help identify potential responses by the agency or other services to support the child or young person's wellbeing. CWUs have taken two approaches towards achieving this:



1. **NSW Health, Department of Education and Communities and Department of Family and Community Services:** Provide their Mandatory Reporters with advice on services, but largely expect the Reporters themselves to contact services
2. **NSW Police:** Make direct referrals to services on behalf of its Mandatory Reporters (and later investigates whether these referrals were successful).

The results of the Mandatory Reporter survey suggest that CWUs provided Mandatory Reporters with effective advice and service referrals. Overall, 70% of respondents reported that the CWU officer helped identify potential responses to assist the child or family. The responses were particularly positive for Department of Education and Communities and Department of Family and Community Services (Figure 8).

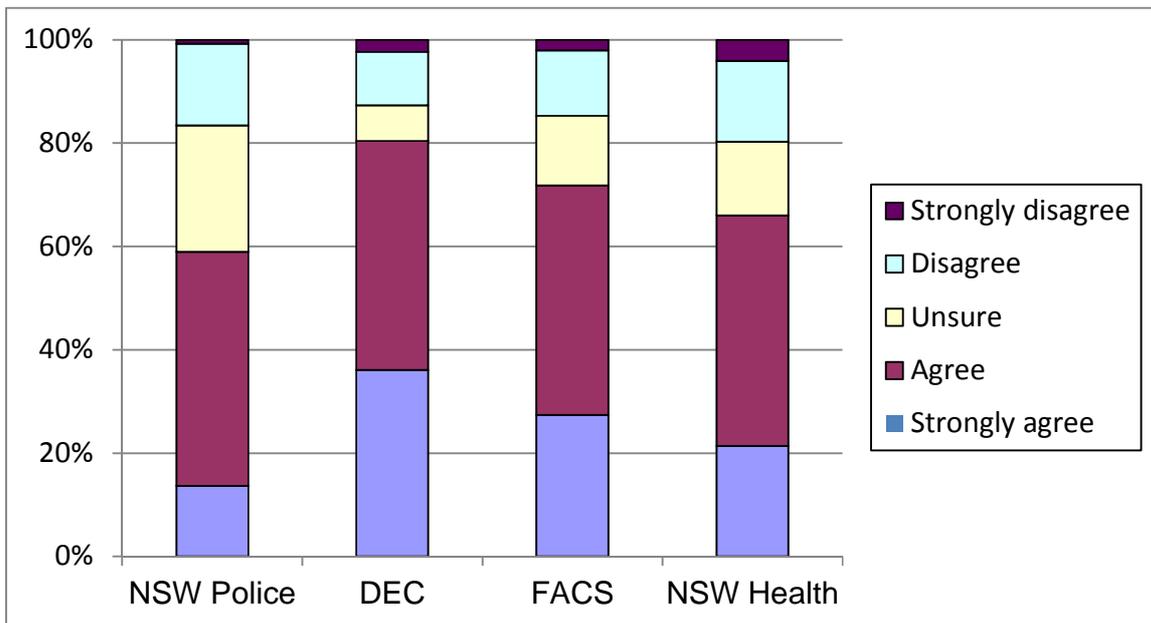


Figure 8: Mandatory Reporter Survey Results: Extent to which CWU officer helped identify potential responses to assist the child or the family

The results of the Mandatory Reporters Survey also highlight that CWU officers provided Mandatory Reporters with effective advice and referral regarding service pathways for the child or family. As above, this was a particular strength for Department of Education and Communities (Figure 9).

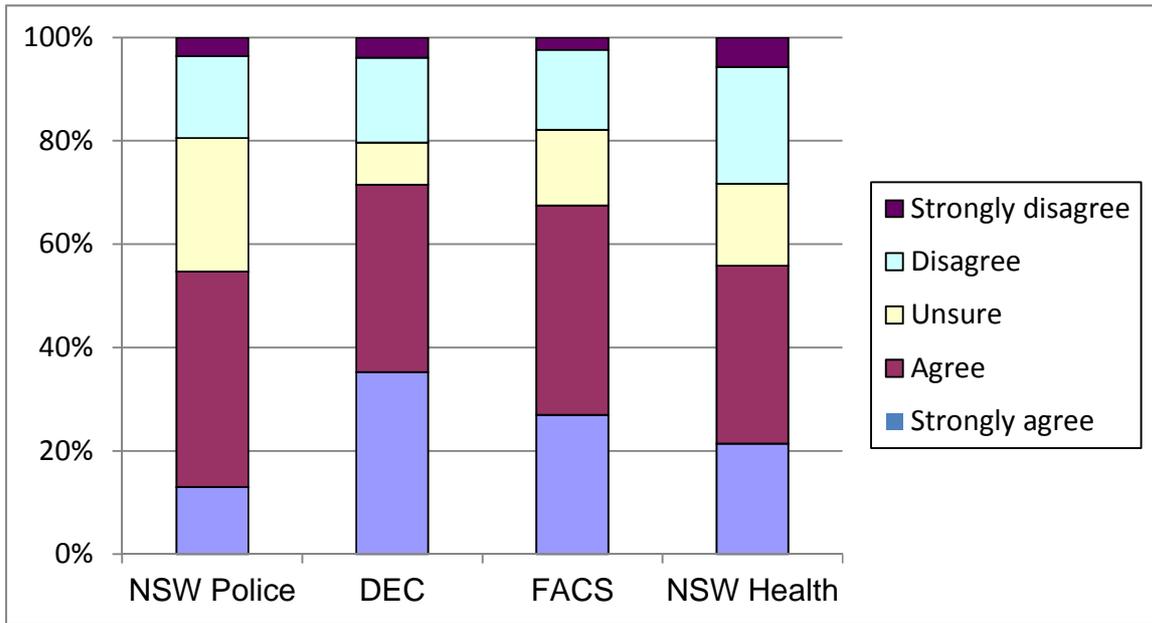


Figure 9: Mandatory Reporter Survey Results: Extent to which the CWU officer provided effective advice or referral regarding service pathways for the child or the family



3.3 Governance model

Key achievement 6: Clear leadership and direction throughout CWU implementation

The leadership and direction provided by CWU Directors and Senior Staff within CWUs was also identified as a significant achievement in the CWU implementation. The CWU Staff survey results revealed that leadership and direction was rated as the third most significant achievement in the implementation of CWUs, with approximately 69% of respondents rating leadership and direction as successful to very successful. This was relatively consistent across the CWUs (see Figure 10).

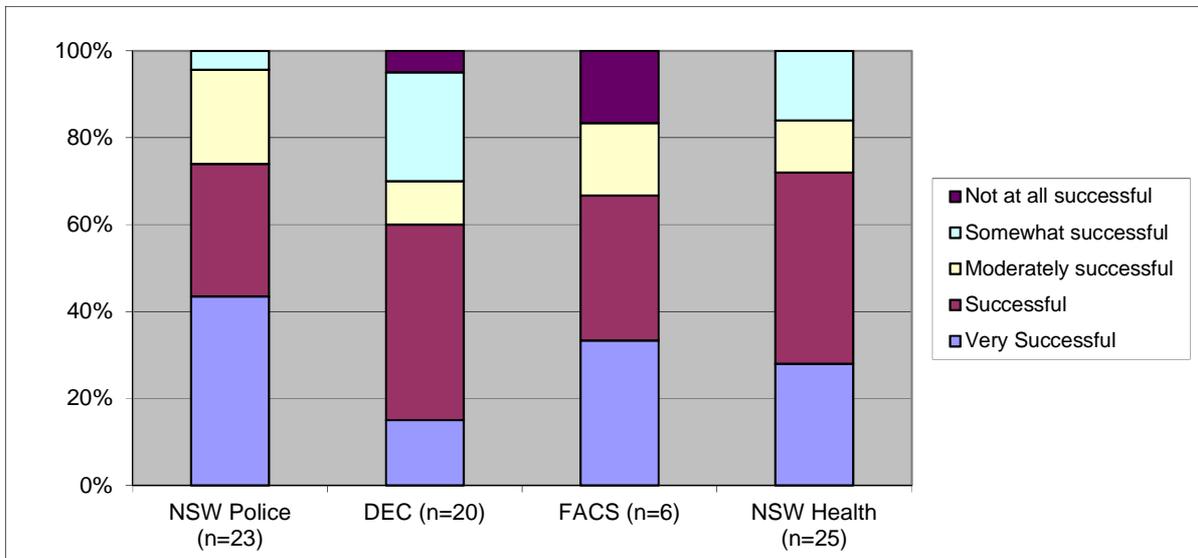


Figure 10: CWU Staff Survey: Leadership and direction (n=74)

Whilst leadership and direction within CWUs was identified as a significant achievement for CWUs across all agencies, the interviews and workshops highlighted different manifestations of this strength. For example, the NSW Police CWU staff indicated that effective leadership and direction was evident in the way flexible leadership was balanced with the creation of clear Standard Operating Procedures. On the other hand, Department of Family and Community Services CWU staff indicated that the leadership and direction provided during the CWU implementation was demonstrated through enhanced CWU collaboration and commitment.

The Directors’ Forum was also identified as a clear strength throughout the implementation of CWUs in this operational phase, facilitating information exchange, collaboration and shared responsibility for child protection.

Key achievement 7: Strong focus on the operational management of CWUs

As described in Section 1 of this report, the program’s focus for the past twelve months has been the establishment and operation of the CWUs. Stakeholder interviews revealed that the strong operational focus amongst Directors and governing bodies contributed to the integration of CWUs with their agencies’ broader child protection responses.



The focus and success of the operational management of the CWUs was also supported by the CWU staff survey with over 80% of respondents reporting that their CWU had been effectively integrated into their agency's model of child protection responses (Agree or Strongly Agree). However, there were some differences, with stronger responses for NSW Health, NSW Police and the Department of Education and Communities CWUs (see Figure 11). It is also important to note that whilst 20% of respondents from the Department of Family and Communities reported that their CWU had not been effectively integrated into their agency's model of child protection responses, this may be overstated due to the small sample size.

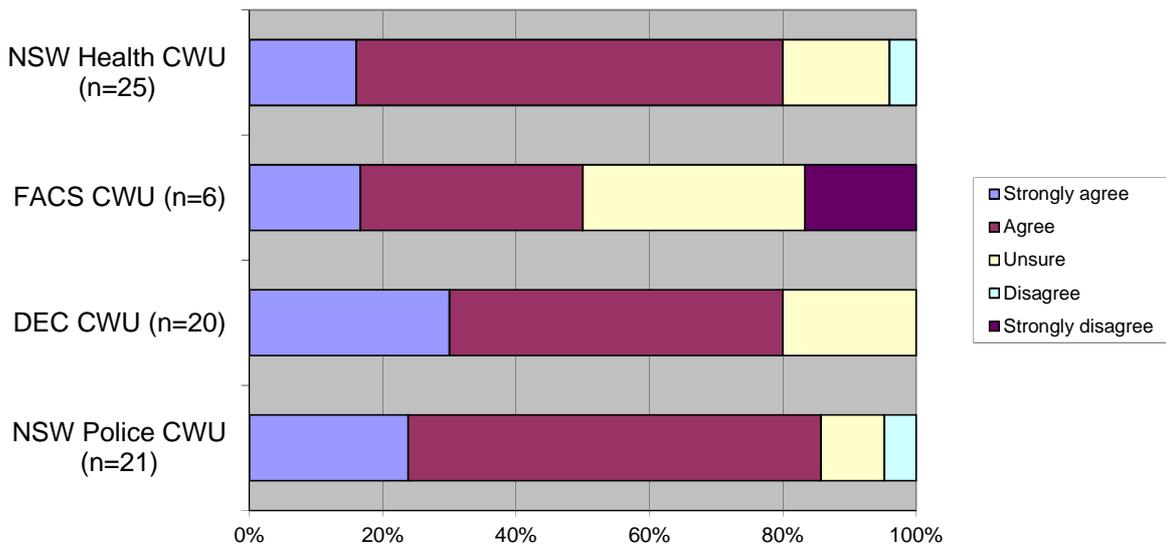


Figure 11: CWU Staff survey results: Extent to which CWU has been effectively integrated (n=72)



3.4 People

Key achievement 8: Initial focus on training and development

The stakeholder interviews and review of CWU documents indicated the following findings:

- Training and communications were thorough
- Examples of materials, where provided, were written using simple language
- There was a good blend of learning modes - online, face to face, written material
- A variety of communication channels were used, tailored to different audiences.

Table 4 below provides a comparison of training and education across the CWU agencies (i.e. both CWU and agency staff), as identified in the document review.

NSW Health	DEC	NSW Police	FACS
Training			
<ul style="list-style-type: none"> • Orientation materials • Policies for training, PD and supervision • Communications materials below additionally used to support training • Face to face education sessions were presented by Health Coordinators (Child Wellbeing) 	<ul style="list-style-type: none"> • Face to face training for all key internal and external stakeholders • Induction package • Clear articulation of training responsibilities of managers and staff • Online and eLearning 	<ul style="list-style-type: none"> • Face to face training tailored to roles, supported by slides, handouts, fact sheets, DVDs etc. • E-Learning tutorial and self-assessment • Written material which encapsulates face to face and eLearning 	<ul style="list-style-type: none"> • State wide training, supplemented by weekly practice solutions sessions • Train the trainer delivery for agencies • Several eLearning/CD-Rom sessions with inbuilt assessments for Mandatory Reporters
Communication			
<ul style="list-style-type: none"> • Web pages on NSW Health internet • 10 case studies demonstrating CWU approach • Handouts showing all services available supporting Keep Them Safe 	<ul style="list-style-type: none"> • Web pages on the CWU intranet • Face to face sessions, contact persons • Written: DDG emails, InPrincipal newsletter and local newspaper items, online information (FAQs, vodcasts), 	<ul style="list-style-type: none"> • Written communications: Intranet site, email communications, Police Weekly newsletter and website 	<ul style="list-style-type: none"> • Face to face communications, e.g. manager meetings, cross sector forums, stakeholder briefings, conferences, roadshows, TAFE briefings, regional champions • Written communications, e.g. service provider portals, wallet cards, agency and staff



NSW Health	DEC	NSW Police	FACS
objectives <ul style="list-style-type: none"> LHN newsletters / websites Bespoke information provided for: junior medical officers, aboriginal health staff etc 	tailored information for specific stakeholders e.g. schools, Mandatory Reporters, job applicants etc.		newsletters, Keep Them Safe fact sheets, FAQs, intranet items, internet

Table 4: Comparison of training and communication across the CWUs

These findings were also supported by the CWU staff survey, which suggests that the initial training and development within the CWUs has been effective. Approximately 92% of respondents reported that CWU staff have been equipped with the required skills to perform their role. This finding was particularly strong for NSW Police and NSW Health CWU staff (see Figure 12 below). Overall these findings are particularly positive given the number of new CWU staff completing the survey.

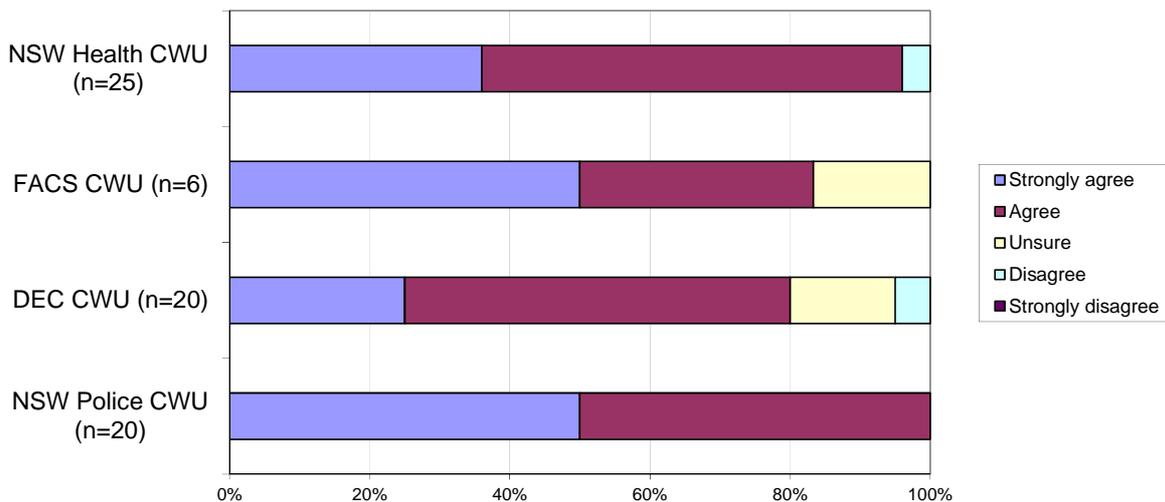


Figure 12: CWU Staff Survey: Extent to which staff have been equipped with required skills to perform their role (n=71)

The results of the Mandatory Reporter survey also revealed positive findings about the initial training and development provided to Mandatory Reporters. The survey results indicate that the training has been valuable and provided Mandatory Reporters with the skills needed to perform their roles.

Overall, 83% of respondents reported that they have been equipped with the required skills to perform their Mandatory Reporter roles. A comparison of the responses to this question across the CWUs is provided in Table 5.



	NSW Health (n=628)	DEC (n=686)	FACS (n=542)	NSW Police (n=245)
Strongly agree	32%	28%	29%	19%
Agree	57%	56%	58%	67%
Unsure	6%	8%	6%	8%
Disagree	5%	7%	6%	5%
Strongly Disagree	1%	1%	1%	1%

Table 5: Mandatory Reporter Survey: % of Mandatory Reporters who felt they have been equipped with the required skills to perform their role (n=2,101)

Overall, 74% of respondents reported that they have received adequate training and professional development to assist them in performing their Mandatory Reporter role. A comparison of the responses to this question across the CWUs is provided in Table 6.

	NSW Health (n=628)	DEC (n=686)	FACS (n=542)	NSW Police (n=245)
Strongly agree	30%	25%	25%	17%
Agree	53%	48%	53%	58%
Unsure	7%	9%	10%	13%
Disagree	9%	16%	11%	10%
Strongly Disagree	2%	2%	2%	2%

Table 6: Mandatory Reporter Survey: % of Mandatory Reporters who felt they have received adequate training and professional development to assist them in performing their role (n=2,101)



3.5 Process and procedures

Key achievement 9: Standard Operating Procedures and guidelines developed across the CWUs and for each CWU

The CWU Operational Guidelines were developed to support the work of the CWUs and ensure that there is a consistent and common approach to the overall functioning of the CWUs. These guidelines cover:

- Governance
- Roles and responsibilities
- CWU accountabilities and functions
- Working with families from diverse backgrounds
- Exchanging information about children and young people to support child wellbeing
- Consent, privacy and confidentiality
- Legal issues
- Data governance.

In addition to the CWU Operational Guidelines, each CWU has separate processes and procedures tailored to meet the needs of the Mandatory Reporters that they are advising and supporting. Development of these procedures across the four CWUs was identified as a significant contributor to the successful implementation and operation of the CWUs to date. Table 7 provides a comparison of the different procedures across the four CWUs, including procedural and non-procedural content.

	NSW Health	DEC	NSW Police	FACS
Length	157 pages	27 pages	32 pages	28 pages
Procedural contents	<ul style="list-style-type: none"> • Contents written as guidelines for proper process and exercising good judgement • Some detailed instructions included where required • Includes skills, techniques, mindsets that enhance the process steps, e.g. open questions • Includes flowcharts and WellNet tips 	<ul style="list-style-type: none"> • Mix of short, sharp, dot point procedures, and broader guidelines • Includes skills / techniques that enhance the process steps, e.g. active listening, clarifying, cultural sensitivity 	<ul style="list-style-type: none"> • Oriented towards clear, specific procedural steps • Includes daily, weekly, monthly instructions by position • Includes daily event checklist 	<ul style="list-style-type: none"> • Mix of short, sharp, dot point procedures, and broader guidelines



	NSW Health	DEC	NSW Police	FACS
	throughout			
Non-procedural contents	<ul style="list-style-type: none"> NSW Health contextual information, including CWU roles, Code of Conduct and organisational environment etc. 	<ul style="list-style-type: none"> Contextual information including values and behaviours 	<ul style="list-style-type: none"> Roles and responsibilities at all levels Cumulative Risk Appraisal Practice Guide 	<ul style="list-style-type: none"> Governance
Other contents	<ul style="list-style-type: none"> OH&S information, self-care tips Operational functioning (meetings, rostering, phone diversions etc.) 	<ul style="list-style-type: none"> Rostering for leave Misconduct 		<ul style="list-style-type: none"> Operational functioning (meetings, rostering, phone diversions etc.)

Table 7: Comparison of operating procedures across CWUs

The CWU Staff survey confirmed the benefit of clear documentation and dissemination of procedures with approximately 95% of NSW Police CWU staff and 88% of Health CWU reporting that policies and procedures within their CWU make it clear to them how to perform their roles (as indicated by the number of 'Agree' to 'Strongly Agree' responses). The differences across the CWUs are outlined in **Figure 13** below.

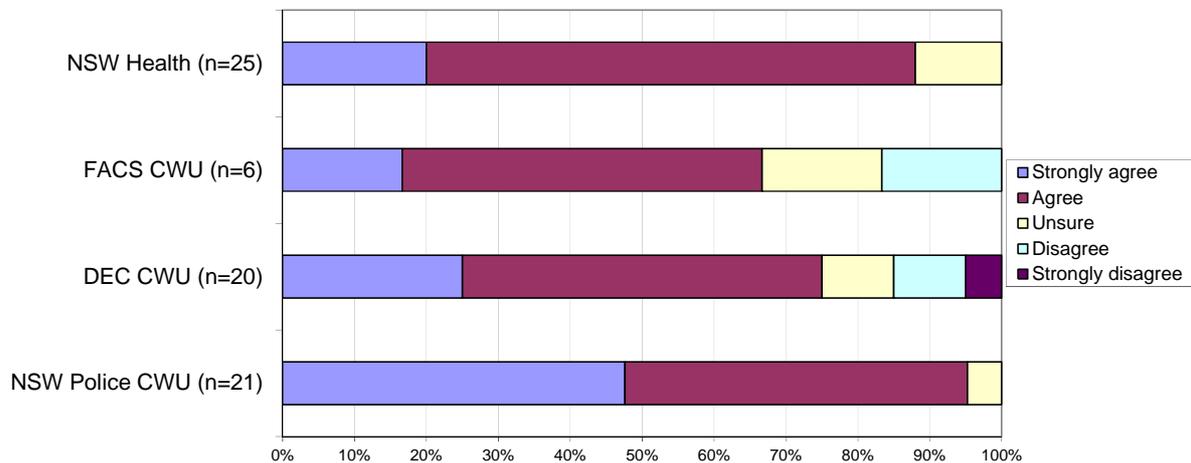


Figure 13: CWU Staff Survey: Extent to which the policies and procedure enhance role clarity across the CWUs (n=72)

In addition, the WellNet Learner Resource and Business Rules, which were provided to all CWUs, support the quality of data capture and help ensure consistency in recording across all CWUs.



Key achievement 10: Strong initial awareness, uptake and use of the Mandatory Reporter Guide

The initial uptake and use of the Mandatory Reporter Guide was also identified as a key strength in the establishment of the CWUs. Responses to the Mandatory Reporter survey provided evidence of the levels of initial awareness of the Mandatory Reporter Guide, with over 94% of respondents reporting that they were aware of the Guide. This finding was consistent across the CWUs and across professions. Furthermore, 84% of respondents reported that they had received education and / or training on the Mandatory Reporter Guide, although this was slightly higher amongst education professionals (93%) compared to health (79%) and law enforcement professionals (78%).

The Mandatory Reporter survey also provided evidence regarding the initial uptake and use of the Mandatory Reporter Guide, with 70% of respondents reporting that they had used the Guide in their role. In line with the overall aims of the Mandatory Reporter Guide, results of the Mandatory Reporter survey showed that approximately 75% of respondents reported that the Guide helped them to determine whether their concerns met the new suspected risk of harm thresholds, although there were some differences across CWUs and agencies (see Figure 14 below).

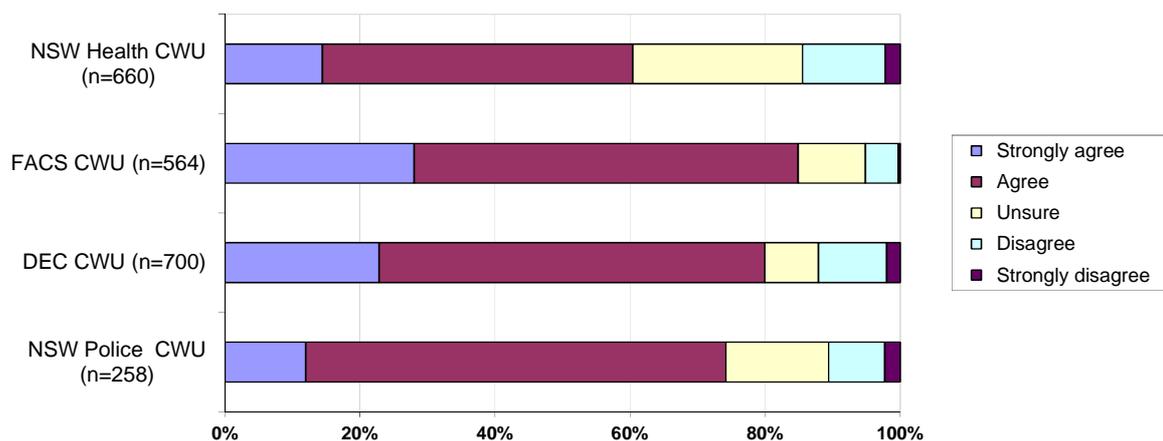


Figure 14: Mandatory Reporter Survey: Mandatory Reporter Guide helped me determine whether my concerns met the new reporting thresholds (n=2,182)

The lower results for NSW Health Mandatory Reporters, presented in Figure 14 above, may be expected given the current NSW Health policy position that Mandatory Reporters are ‘encouraged to’ use the Mandatory Reporter Guide and may have already formed professional judgements about ROSH when they consult the Guide.

Initial uptake and use of the Mandatory Reporter Guide amongst CWU staff was also strong, with 94% of CWU survey respondents reporting that they had both received training / education on the Mandatory Reporter Guide and have used the Guide in their role. Of those CWU staff who had used the Mandatory Reporter Guide, the vast majority indicated that the Guide:

- helped determine whether the concerns met the new risk of significant harm threshold
- was a useful tool for assisting them with decision making
- is an important resource for achieving the objectives under the Keep Them Safe plan.



3.6 Organisational structure

Key achievement 11: Roles and responsibilities clearly established within CWUs

CWUs were established with clear organisational structures that reflected the needs of each agency. The core role across all agencies is that of Assessment Officer with variation in the detailed day-to-day activities. Additional roles have also been established to fit each agency, such as the Area Coordinators for NSW Health.

The roles and responsibilities of CWU staff were captured in the CWU documentation. For example, the NSW Police CWU clearly documented the roles, responsibilities and decision-rights of staff in their Standard Operating Procedures. Similarly, the Department of Education and Communities CWU outlines their staff's roles and responsibilities in their unit procedures and in their "Protecting and supporting children and young people: Revised procedures".

The results of the CWU Staff survey also highlight that roles and responsibilities have been clearly established and communicated within the CWUs. Relevant results include:

- Approximately 90% of respondents reported that the roles and responsibilities of CWU staff have been clearly established.
- Approximately 85% of respondents reported that the roles and responsibilities of CWU staff have been clearly communicated to them.
- Approximately 95% of respondents reported that staff within their CWU were working in accordance with the Keep Them Safe shared approach.

Key achievement 12: Outposted caseworkers supporting comprehensive and seamless information exchange

A key element of the implementation of Keep Them Safe has been the allocation of dedicated caseworkers in an Information Exchange Change Team to work with CWUs to provide a transitional information exchange facilitation service (part of Community Services).

There are currently four staff in this service (50% of the original funding allocated in 2009/10):

- One caseworker providing a service to the Police CWU, located at Tuggerah
- One caseworker based at Wollongong providing a service to the three NSW Health CWUs
- A Senior Project Officer providing a part-time service to the Department of Education and Communities and Department of Family and Community Services CWUs, located at Ashfield
- A Manager, Client Services based at Ashfield.



Funding is currently allocated out to 2011/12. A review of the service has recently been undertaken by Community Services, which identified a number of key strengths in the areas of information exchange and inter-agency collaboration. These strengths included:

- the speed and immediacy of information provision by caseworkers
- the opportunity for face-to-face discussion, which allows:
 - an immediate response to emerging questions and avenues of enquiry
 - interpretation or 'translation' of aspects of Community Services work and recording practice which are not clear
 - consultation on the cumulative meaning of information held by the CWU and Community Services
- the opportunity to immediately access key basic information, such as why suspected ROSH reports had been assessed as non-ROSH by the Community Services Helpline and previous referrals made for, and accepted or rejected by, a family.

The positive aspects of the information exchange facilitation service were also reflected in the Nous consultations with CWU staff.



3.7 IT (knowledge and systems)

Key achievement 13: Establishment of the WellNet Database

Overall, the establishment of the WellNet Database was identified as one of the most significant areas of success in the implementation of the CWUs. The WellNet Database allows each CWU to access, capture and store information in relation to children or young people at risk and has facilitated the sharing of information across the CWUs.

The strength of the WellNet Database was identified in the stakeholder interviews and CWU workshops. WellNet has provided a common system to store and track information on children or young people of concern, which in turn, provides a more comprehensive history on the child or young person at risk. This history also equips CWUs, Community Services and Mandatory Reporters with the necessary information to make better and more informed decisions for each child or young person. In the process, the enhanced exchange of information has resulted in a cultural shift where CWUs and Mandatory Reporters perceive a child or young person's wellbeing as a shared responsibility.

The strength of WellNet was reinforced by the CWU Staff Survey results. Overall, the establishment of the WellNet database was reported as the most significant area of success, with over 77% of staff reporting that the implementation of WellNet was successful to very successful.

However there were some differences across the CWUs. At the high end of responses, 95% of Department of Education and Communities CWU staff reporting the establishment of WellNet as successful to very successful. While 50% of Department of Family and Community Services CWU staff reported the establishment of WellNet as successful to very successful the total sample size was small (n=6). The differences across CWUs are illustrated in Figure 15 below.

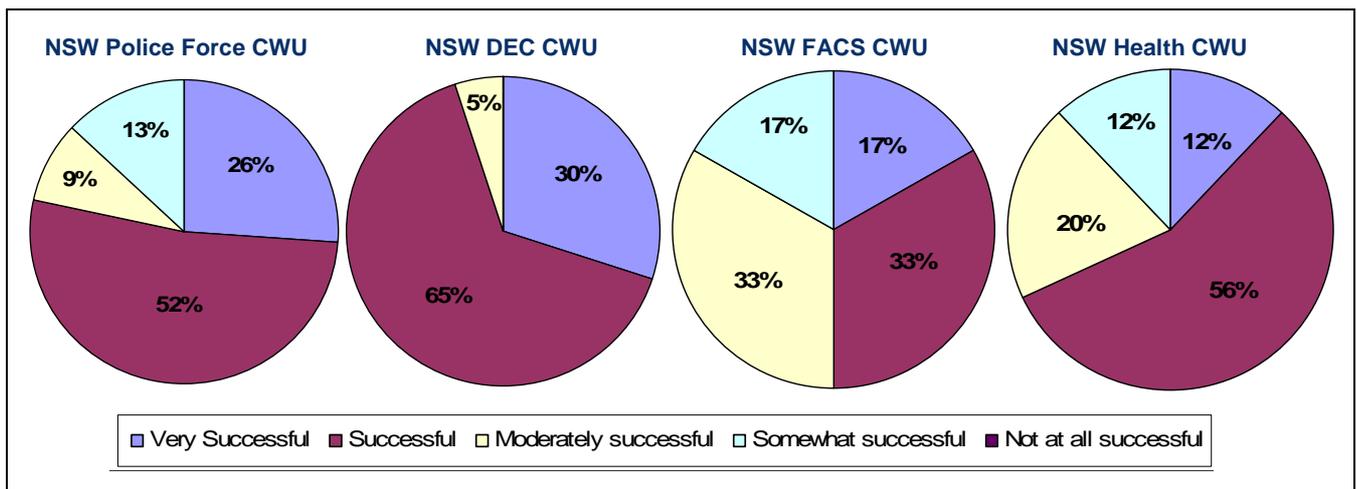


Figure 15: CWU Staff survey: WellNet comparisons across CWUs (n=74)



Responses to the CWU Staff survey highlighted a number of specific successes in the introduction of WellNet³ (see Figure 16 for numbers of responses):

- Ninety-nine percent (99%) of respondents reported that WellNet had been strongly embedded into their CWUs business practice
- Ninety percent (90%) of respondents reported that WellNet had helped facilitate inter-agency information exchange – although this finding was slightly lower amongst respondents from the NSW Police CWU (71%)
- Eighty-six percent (86%) of respondents reported that they were confident in using the WellNet system to perform their roles – although this finding was slightly lower amongst respondents from the NSW Health CWU (76%).

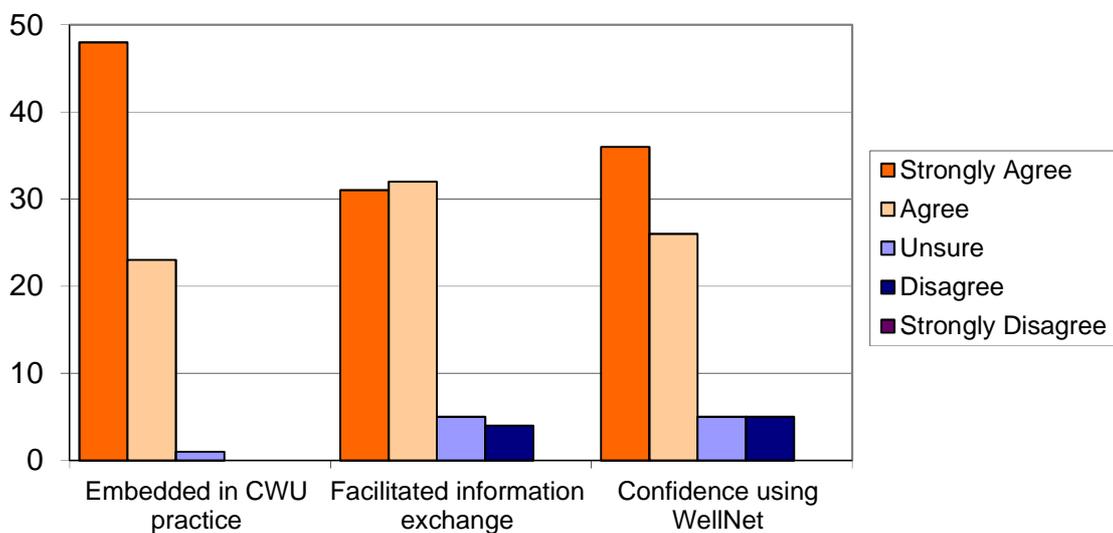


Figure 16: CWU Staff Survey Results: Number of responses to WellNet Database items (n=73)

A related strength identified by the NSW Police CWU was the successful integration of WellNet with the Police IT system (COPS). This system reviews the data provided by the Mandatory Reporter and screens the case in or out, based on the Mandatory Reporter Guide, and then forwards appropriately to the CWU (non-ROSH) or Helpline (suspected ROSH). Police CWU staff review all contacts received by the CWU and can escalate where additional information supports suspected ROSH. The successful electronic integration of information reduces time and ensures key data is transferred between systems. It is seen as a key strength for the NSW Police CWU.

³ However, as noted earlier in this section of the report, there are a number of small sample sizes based on the staff sizes of each CWU.



4 Opportunities to improve the ongoing effectiveness and efficiency of the CWUs

Section 3 of this report highlighted significant achievements in the implementation of the CWUs across all seven organisational areas. These key achievements drove the success of the operational phase from January 2010 to date. This review marks the end of that operational phase (see Section 1).

This section of the report identifies opportunities and recommendations for improvement, as CWUs transition from the operational phase into the standardisation and best practice phase.

The section is organised by the seven organisational areas for the review. For each review area we have:

- identified the key opportunities for CWUs, recognising and building on their existing strengths
- summarised the information from the review that supports the identification of each opportunity
- highlighted our analysis of the information
- based on that analysis, recommended changes to improve the ongoing effectiveness and efficiency of the CWUs.

The full table of recommendations is set out in Appendix F.

4.1 Purpose and strategy

Opportunity 1:⁴ To strengthen alignment and collaboration across the CWUs

Stakeholder interviews and CWU staff workshops identified 'driving better alignment and coordination of agency service systems' as a key area for development. CWU staff reported the significant achievements made in relation to the first two roles of the CWUs and recognised that as they move into the next organisational phase it would be beneficial to increase the focus on the third role of driving alignment (see page 4 of this report for description of roles).

The opportunity to further enhance alignment and coordination was noted in the CWU staff survey, which highlighted differences in staff awareness of their own CWU's purpose and strategy versus the overall purpose and strategy of all CWUs. Table 8 below highlights the strong results for the overall awareness of staff's own CWU. This table also shows reduced awareness of the purpose and strategy of all CWUs.

⁴ Note that the Opportunities and Recommendations described in this section of the report are numbered according to which organisational review area they fall under; numbering bears no correlation to magnitude of the opportunity or strength of the recommendation.



	NSW Health (n=25)		DEC (n=20)		FACS (n=6)		NSW Police (n=23)	
	Own	All	Own	All	Own	All	Own	All
Strongly agree	84%	32%	55%	25%	67%	67%	78%	26%
Agree	16%	44%	35%	45%	33%	17%	22%	57%
Unsure	0%	16%	0%	15%	0%	17%	0%	9%
Disagree	0%	8%	10%	15%	0%	0%	0%	4%
Strongly Disagree	0%	0%	0%	0%	0%	0%	0%	4%

Table 8: CWU staff survey - % of staff who were aware of their own CWUs purpose and strategy versus all CWUs purpose and strategy (n=74)

Despite relatively low levels of awareness about the overarching purpose and strategy of all CWUs, staff showed a strong interest in increasing cross-agency collaboration. Overall, CWU collaboration was identified by approximately 50% of CWU staff respondents as one of the top three areas of focus for CWUs in the next six months. Table 9 shows the breakdown of responses across the four CWUs and highlights collaboration as a priority for all CWUs.

NSW Health	DEC	FACS	NSW Police
43% (9 out of 21)	45% (9 out of 20)	50% (3 out of 6)	58% (15 out of 26)

Table 9: CWU staff survey – CWU collaboration as an area of focus (n=73)

Whilst CWU collaboration in general has been a focus since the CWUs commenced operation, there was some anecdotal information provided in stakeholder interviews and workshops on specific areas that are dependent on collaboration and can continue to be strengthened. Two areas that should be considered further are:

- consistency of information exchange across CWUs and between CWUs and Community Services
- the changed responsibilities for Mandatory Reporters with the introduction of the Child Wellbeing Units.

When explored in the stakeholder interviews and workshops, CWU staff identified a number of existing cross-agency collaboration strategies which have been introduced to strengthen collaboration between CWUs. These include cross-agency secondments and establishment of cross-CWU case practice discussions initiated by the Department of Education and Communities. However, staffing instability, CWU locations and resourcing often make such collaboration strategies difficult to maintain.



Interviews also revealed several cooperative projects underway. For example, NSW Health and NSW Police are proceeding to trial a system for jointly coordinating service referrals where Assessment Officers from the NSW Police CWU inform a NSW Health CWU of the need for a service referral in their area. The NSW Health CWU then follows up with the relevant services in NSW Health.

Analysis:

Achieving the overall intent of Keep Them Safe requires collaboration, information-sharing and cross-agency knowledge and skill exchange between the CWUs. A focus on consistent communication processes and continuing to establish a culture of shared responsibility will contribute to strengthening collaboration across and within agencies.

Whilst some initiatives have been introduced to address these challenges (i.e. secondments, training days and cross-CWU projects), there are further opportunities to strengthen the partnership and collaboration between CWUs. Ultimately, this will drive better alignment and coordination of agency service systems which supports the achievement of CWUs third role.

Recommendation 1: CWUs should continue to strengthen how they work together across agencies through an increased focus on collaboration of staff and inter-agency programs.

Sub-recommendation	Description	Cost
Recommendation 1.1. The CWUs should expand existing cross-agency collaboration strategies including secondments, cross-agency days and training	<ul style="list-style-type: none"> CWUs should explore new best practice strategies for enhancing CWU collaboration including the establishment of a group of nominated team leaders representing the different CWUs, to explore cultural and operational aspects of the CWUs, including information exchange and communication. 	Not cost-neutral
Recommendation 1.2. The Directors' Forum should continue to develop inter-agency practices and look towards broader implementation	<ul style="list-style-type: none"> Existing trials which focus on enhancing CWU collaboration (such as the NSW Health and Police trial) should be supported, implemented and evaluated, with the aim of broader cross-agency implementation. The Directors' Forums should identify other opportunities to develop inter-agency collaborative programs. 	Cost-neutral

Table 10: Sub-recommendations for enhancing inter-agency collaboration

Opportunity 2: To adopt a more strategic approach for the Directors' Forum

As described in Section 1 of this report, over the past twelve months the CWU Directors' Forum has been necessarily focused on the operational aspects of the CWUs. Indeed, strong operational management by the CWU Directors was identified as a key contributor to their successful implementation to date. However, the review revealed the need for a more strategic focus for the Directors' Forum in the areas of planning and performance measurement.



The Directors' Forum has recently undertaken some initial planning on key immediate priorities. However, the planning document is in early stages of development and does not include accountabilities for actions or timeframes. It is also not directly aligned to the overall objectives of Keep Them Safe.

Operational data is essential for the CWUs and this is in part provided in the current Director Forum reports, with extracts from the reports included in this review document. However these should evolve to capture the longer term objectives of Keep Them Safe and focus on the outcomes to be achieved.

For example, most CWUs are currently not measuring whether the service referrals they make are ultimately successful, though the Police CWU has measured the outcome of their service referrals to determine whether services have been taken up. Information on whether service referrals are made and taken up will allow CWUs in the longer term to assess their performance in terms of the CWU role of identifying appropriate service responses. Police have provided a useful starting point for the other CWUs to consider.

Analysis:

Since the establishment of the CWUs, the Directors' Forums have been necessarily focused on the operational aspects of the CWUs. It is recognised that there was an initial attempt prior to implementation to develop shared KPIs that were intentionally deferred due to the need to focus on implementation. Directors also sought a greater understanding of CWU performance objectives prior to setting the KPIs.

As CWUs transition into the standardisation and best practice phase, there is a need for the CWU Directors' Forum to move towards a more strategic focus. This includes:

- Identification and agreement of strategic priorities, including the development of a strategic plan and key performance indicators which measure long-term outcomes
- Establishment of the Directors' Forum as a mechanism for integrated planning across CWU agencies, this would involve facilitating information sharing and leading joint planning processes across the CWU agencies
- Enhancement of the current processes for the measurement and monitoring of operational data to strengthen evaluation of CWUs against the long-term objectives of Keep Them Safe.

This strategic focus should be executed through changed terms of reference and operations for the Directors' Forum.

Setting a strategic direction will enable the CWUs to have a clear goal and definition of success. It will promote a more consistent approach across CWUs.



Recommendation 2: Consistent with the next phase of development of the CWUs, the Directors’ Forum should become more strategically focused.

Sub-recommendation	Description	Cost
<p>Recommendation 2.1. The CWUs should change the terms of reference and operations of the Directors’ Forum to promote a strategic focus</p>	<ul style="list-style-type: none"> • A more strategic focus could be promoted with a number of operational reforms to the Directors’ forum, such as changing the meeting schedule, or structuring regular meeting agendas around a strategic framework. • CWU Directors should dedicate regular meetings to be strategically focused. Department of Premier and Cabinet should attend the strategically focused Directors’ Forum meetings and should help drive the strategic focus. 	<p>Cost-neutral</p>
<p>Recommendation 2.2. The Directors’ Forum should develop common KPIs linked to a joint strategic plan and establish timeframes for reporting against the KPIs</p>	<p>Key Performance Indicators should aim to create visibility and a common understanding of the effective operation of CWUs and progress towards achieving the more strategic and longer term Keep Them Safe outcomes. The KPIs should include outcome measures as well as output / efficiency measures. Examples of KPIs for the three CWU roles are provided below.</p> <p>Example KPIs for roles 1 and 2 include:</p> <ul style="list-style-type: none"> • Number of suspected ROSH contacts handled (reduce) • Number of non-ROSH contacts made by agency Mandatory Reporters to the Community Services Helpline (reduce) • Number of service referrals made and taken up (based on tracking the outcome of referrals) • Number of Cumulative Risk Appraisals conducted. <p>Example of KPIs for role 3 include:</p> <ul style="list-style-type: none"> • Identification of service gaps and development of a service implementation plan (track progress) • Progress on initiatives led by Team Leaders which drive better alignment and coordination of agency service systems. <p>KPIs should be monitored at a minimum on a quarterly basis and be updated annually to reflect any significant changes in the CWU service model.</p>	<p>Cost-neutral</p>



Sub-recommendation	Description	Cost
Recommendation 2.3. The Directors' Forum should develop a joint strategic plan that is aligned to the objectives of Keep Them Safe.	<p>The Forum should build on the current strong approach to operational planning to develop a joint strategic plan. The strategic plan will ensure the combined efforts of CWUs are aligned and focused on the achievement of Keep Them Safe objectives. The plan will create a framework for decisions and a structure for meetings.</p> <p>This plan should address the areas of common focus identified by CWU Directors and include determining:</p> <ul style="list-style-type: none">• The role of CWUs with regard to unallocated ROSH cases• The role of CWUs in influencing service provision• The role of CWUs in reinforcing the cultural change required within agencies and Mandatory Reporters• The role of CWUs in capacity building and relationships with Mandatory Reporters. <p>The Strategic Plan and KPIs should be approved by the Keep Them Safe Senior Officers Group.</p>	Cost-neutral

Table 11: Sub-recommendations for increasing the strategic focus of the Directors' Forum



4.2 Service models

Opportunity 3: To implement a systematic approach to record service gaps and the outcome of service referrals

One of the key roles of the CWUs is the identification of potential responses by the agency or other services to assist the child or young person or family (role two). To undertake this work effectively agencies need to know what services exist, be able to identify service gaps and have a way to record the outcomes of service referrals. However there is currently no systematic approach to view or gather this data across the CWUs.

Knowledge of services available

The HSNet system does offer an important resource for sourcing the services that are available (including NGO services). However HSNet has not been fully utilised to date in part due to the normal learning curve associated with any system new to users and in part due to its inherent design. A review has been undertaken of HSNet and a number of recommendations have been made to improve the system and therefore its usage.

Identification of service gaps

Stakeholder interviews have shown that CWUs are yet to establish a means of systematically recording the information related to services gaps or potential options. Currently there is a basic facility in WellNet to record information and this would need to be improved to identify service gaps and improve service information.

Each CWU recognises the need to address the service gaps and the need to establish shared responsibility for these service gaps. However, to date there has been no joint strategic focus on this activity from the Directors' Forum, nor a plan to integrate or collaborate with the broader Keep Them Safe system to address the situation.

Record the outcomes of service referrals

The process for making referrals can be time consuming depending on the complexity of the event, local service availability and NGO co-operation. NSW Police have found that the referral engagement is dependent on how quickly an Assessment Officer can appraise an event and source an appropriate service. The quicker a referral can be made increases the likelihood of engagement and uptake by the family. Delays exist when the workload is high. NSW Police have measured the uptake of services noting 26% of referrals in January 2011 resulted in engagement by a family, versus 16% of referrals last year. This increased take up was made more feasible with the additional temporary staff allocated to NSW Police.

Alternative resourcing

NSW Police recognise the time commitment and resources required to source appropriate services and monitor and record their take up. NSW Police have therefore explored the use of a third party (Support Link) to deliver an efficient and effective referral model. Support Link establishes Memorandum of Understandings with service providers who can assist children, young people or families at National, State and Local level. Their service allows access to a single gateway for referral making to government and non-government agencies. The web based system accepts, tracks and reports on these referrals. The projected investment for Police in the forthcoming financial year is estimated at \$110K. The



service provided by Support Link is currently used by Australian Federal, Victoria, and Queensland Police and has commenced trials with some schools in Queensland.

This third party approach may not be appropriate for other CWUs as their service model shares and devolves responsibility for the wellbeing of a child across the agency and Mandatory Reporters.

Analysis:

Providing appropriate assistance as early as possible will be of greatest benefit to a child or young person’s wellbeing. CWUs can influence the wider Keep Them Safe implementation community with their existing knowledge to ensure a more proactive approach is taken to the identification of available services and the development of a plan to fill these gaps.

The review revealed that CWU staff compile information and knowledge regarding **available** and **required** services. However the current systems have limited capacity to record this information and subsequently identify services for children, young people and families. To enable this requires a more systematic approach across CWUs with the appointment of a lead agency to explore improvements to existing systems and processes.

Recording the outcomes of services referrals will support the Keep Them Safe action plan which aims to:

- Re-shape the way family and community services are delivered in NSW so that services are received sooner before problems escalate
- Enhance the universal service system and early intervention services.

In addition, alternative resourcing models can be explored to reduce the time to referral and increase the engagement of services.

Recommendation 3: CWUs are well-placed to identify service gaps and should play an important role in contributing to the systematic capturing of service information.

Sub-recommendation	Description	Cost
<p>Recommendation 3.1. CWUs and Community Services should explore technical aspects of WellNet which could support the identification of service gaps and capturing of service information</p>	<ul style="list-style-type: none"> • The existing WellNet system provides basic functionality for the operation of the CWUs. Enhancements to this functionality should be considered by Community Services in the light of the proposed changes to the KiDS system. 	<p>Not cost-neutral</p>



Sub-recommendation	Description	Cost
<p>Recommendation 3.2. The Directors' Forum should determine how CWUs can identify service gaps and work with the broader Keep Them Safe system to develop a plan to meet those gaps. This should be a high priority in the strategic plan</p>	<ul style="list-style-type: none"> As issues to do with identification of service gaps and planning to meet those gaps is a multifaceted cross agency issue it is proposed this project be led by the Keep Them Safe Senior Officers Group to ensure all relevant stakeholders are involved and duplication of effort is minimised. 	<p>Not cost-neutral</p>

Table 12: Sub-recommendations for recording service gaps and outcomes of service referrals

Opportunity 4: To evolve the agency service models to improve efficiency and effectiveness

As previously mentioned there are meaningful differences in the service models across the CWUs, which include the amount of time they devote to each of the three roles. This is reflected in the proportion of CWU time devoted to responding to contacts about specific children and young people (events) and those devoted to giving Mandatory Reporters advice; the volume of contacts they take over a year; and the average length of time they spend on incoming calls. These differences are illustrated in Figure 17 below.

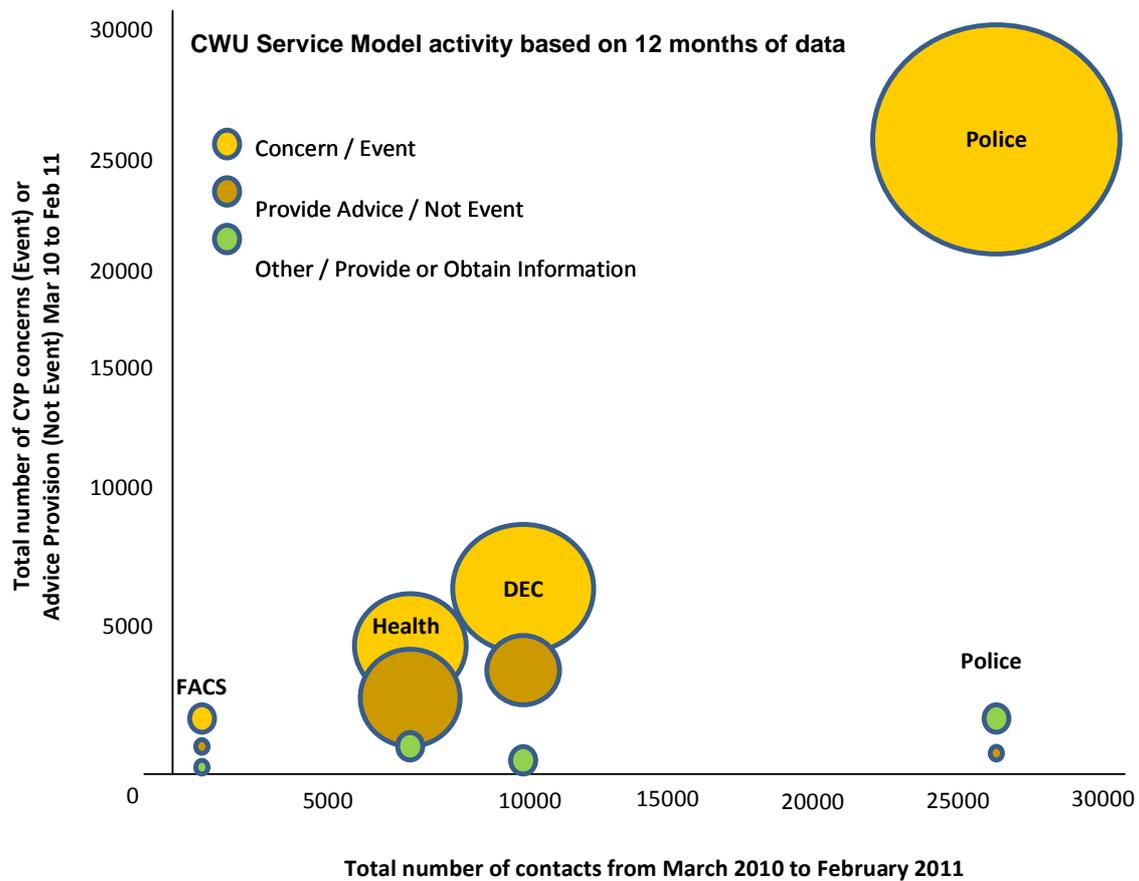


Figure 17: Graphic comparison of CWU service models. Source: Directors Forum Monthly Reports Mar 10 to Feb 11

The figure shows the proportion of the total activity each CWU spends on responding to events, providing advice or other, as represented by the different coloured circles. This figure also shows the relative volume of those activities, as represented by the size of the circle. For each CWU, the total volume of activity (ie total number of inbound contacts) is symbolised by totalling the three different coloured circles.

The CWU Staff survey responses to the question on service model sustainability were mixed, which may be due to machinery of government changes, continuity of staffing and / or varying interpretations of the survey question. According to the results, the Police Force CWU and NSW Health CWUs were more confident about the sustainability of their CWU’s service model into the future. Approximately 82% of Police CWU staff and 68% of Health CWU staff reported that they agreed or strongly agreed with the statement that the way services are delivered are sustainable into the future. This contrasts with Department of Education and Communities and Department of Family and Community Services CWU staff, where 50% of respondents reported that they were unsure or did not believe that their service model was sustainable. Anecdotal information provided during the CWU staff workshops suggests that these results may be due to challenges and concerns regarding high workload demands.



Analysis:

To meet continuing demand, the current service model needs to be maintained. There is merit in maintaining the existing CWU service models as they:

- are appropriate for their agency
- meet the needs of their Mandatory Reporters (highlighted in 3.2 above), and
- have resulted in increased awareness and understanding of the shared responsibility amongst Mandatory Reporters.

With over twelve months of experience, there is now the opportunity for CWUs to reflect on and share their learnings, both within and across their agencies. This will result in continued improvement in the operation of the service model. A greater focus on identifying and implementing best practice will be fundamental to creating efficiencies across the CWUs, as well as achieving the broader objectives of the Keep Them Safe plan.

Recommendation 4: CWUs should maintain the current service models to support a shared responsibility for children and young people’s wellbeing, with an increased focus on sharing best practice to improve efficiency and effectiveness.

Sub-recommendation	Description	Cost
Recommendation 4.1. Current service models across the CWUs should be maintained.	<ul style="list-style-type: none"> • Current service models are proving to be effective as they have been tailored to meet each agencies needs and should be maintained as the basic service model. 	Cost-neutral
Recommendation 4.2. The Directors’ Forum should explore opportunities to share and develop best practice, such as increased use of the HSNet CWU Forum Page	<ul style="list-style-type: none"> • The Directors’ Forum is an appropriate body to investigate and further explore opportunities to share and develop best practice. This would include better use of the HSNet CWU Forum page which was developed, in part, to facilitate sharing of best practice, but which may not be realising its full benefits. 	Not cost-neutral

Table 13: Sub-recommendations for increasing the sustainability of the service models

Opportunity 5: To improve feedback to Mandatory Reporters from CWUs

Results of the Mandatory Reporter survey highlighted the need to determine how CWUs can provide more relevant and timely feedback to Mandatory Reporters. Overall, 50% of respondents reported that they gained the relevant information, such as feedback, advice, referrals and thresholds on concerns or questions they raised with their CWU. The remainder were unsure or did not feel that they gained the relevant information. A breakdown across the agencies is provided in Figure 18 below.

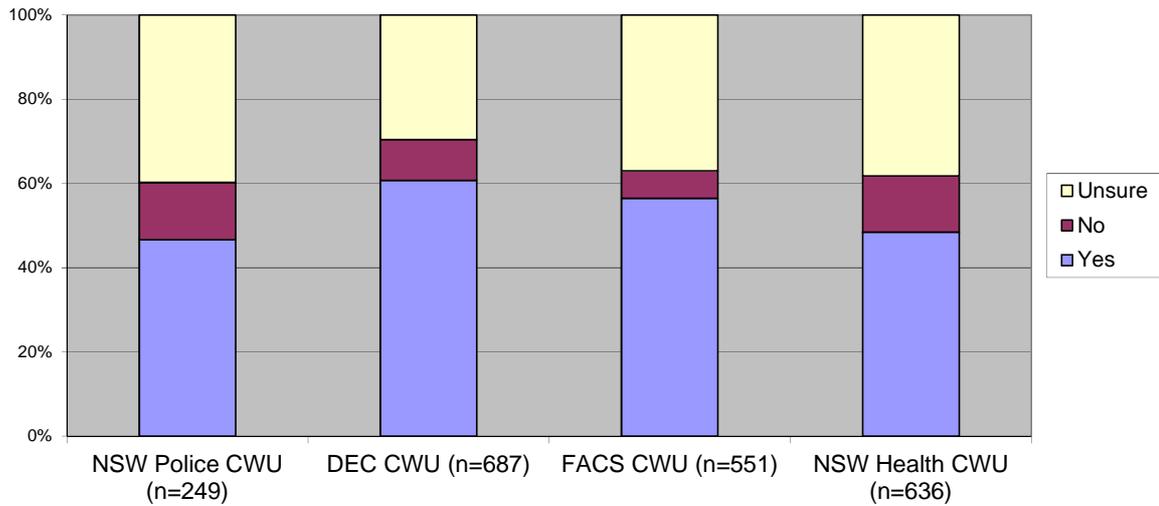


Figure 18: Mandatory Reporter survey - % of respondents who can gain the relevant information (e.g. advice, referrals, thresholds, feedback) on concerns or questions they raise with their CWU (n=2,123)

Mandatory Reporters were also asked to identify any areas of future focus for the CWUs. One of the key areas which came out of the survey was the need for CWUs to provide regular and timely feedback to Mandatory Reporters about a child or young person they had raised as a concern.

Results of the Mandatory Reporter survey also highlighted the need to improve the consistency of advice provided by the CWUs and the Child Protection Helpline. Overall, 59% of respondents reported that they were unsure or did not receive consistent advice between their CWU and the Child Protection helpline. A breakdown across the agencies is provided in Figure 19 below.

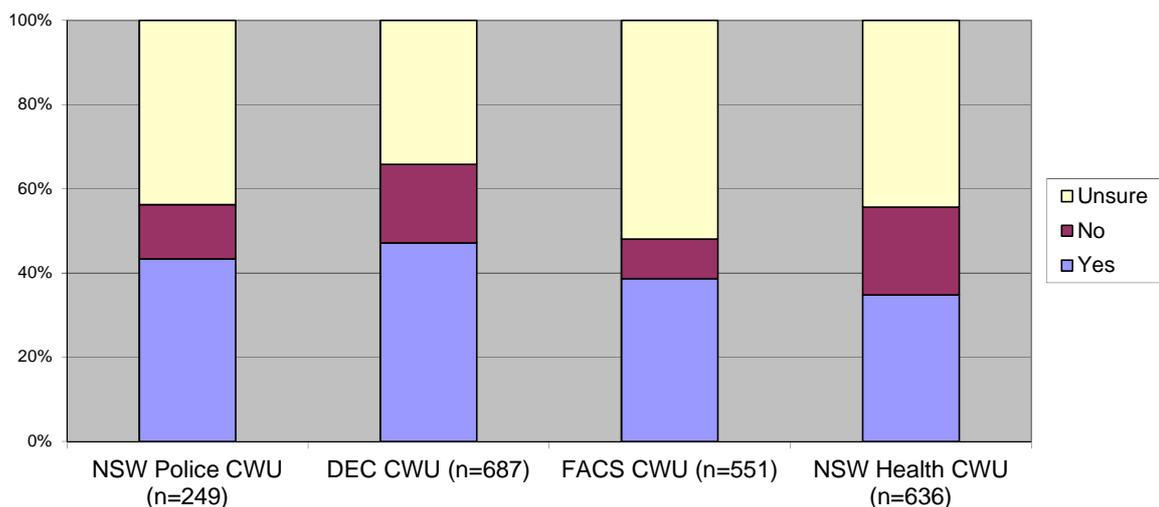


Figure 19: Mandatory Reporter survey - % of respondents who reported that was consistency in the advice provided by my CWU and the Child protection helpline



Analysis:

This review presented an opportunity to capture the views of a large sample of Mandatory Reporters for the first time. One key finding worth exploring relates to the ability of Mandatory Reporters to gain relevant information on concerns or questions that they have raised with their CWUs.

As CWUs have been established to support and advise Mandatory Reporters, CWUs have an opportunity to determine their role in providing feedback to the Mandatory Reporters, including frequency, content and process. The form and extent of feedback may vary depending on whether the Mandatory Reporter has an ongoing relationship with a client or it was a single contact.

The responses from Mandatory Reporters also revealed a perceived difference in the type of advice they received from CWUs and the Child Protection Helpline. There is an opportunity for CWUs to work with the Child Protection Helpline to investigate the findings of the Mandatory Reporters Survey in this area.

Recommendation 5: CWUs should investigate strategies to provide consistent and timely feedback to Mandatory Reporters on the outcomes of their contacts with the CWU.

Sub-recommendation	Description	Cost
<p>Recommendation 5.1. The Directors' Forum should determine how the CWU service models can incorporate the provision of more relevant and timely feedback to Mandatory Reporters regarding the outcomes of specific contacts with the CWU</p>	<ul style="list-style-type: none"> Directors should consider the frequency and likely outcomes of the specific CWU contact when assessing how the service model can incorporate feedback. 	Not cost-neutral
<p>Recommendation 5.2. The Director's forum should identify key principles to inform how CWUs provide feedback to mandatory reporters relevant to their roles and responsibilities.</p>	<ul style="list-style-type: none"> The agency feedback principles should be based on the outcomes of consideration of Recommendation 5.1. 	Cost-neutral
<p>Recommendation 5.3. The Directors' Forum should work with the Child Protection Helpline to investigate the findings of the Mandatory Reporter survey regarding consistency of advice.</p>	<ul style="list-style-type: none"> Directors should further investigate the findings of the Mandatory Reporter survey in relation to the consistency of advice provided by the CWUs and the Child Protection Helpline. This should be informed by the outcomes of Recommendations 5.1. and 5.2. 	Not cost-neutral

Table 14: Sub-recommendations for providing Mandatory Reporters with feedback



Opportunity 6: To align funding levels with projected demand

The initial allocation of funding to establish the CWUs was based on the predicted workload to handle inbound contacts. The number of inbound contacts was derived from the number of reports made by each agency to the Community Services Helpline. No allowance for growth was built into the funding levels. As the CWUs have now been in operation for 18 months there is an opportunity to re-examine the funding allocations.

Alignment of current funding levels with projected demand requires:

- an understanding of the drivers of demand
- a capacity to be able to assess the impact of those drivers and project future demand
- reliable information on the current workload of CWU staff (both volume of activities and time taken) for each of the three key roles of CWUs
- an assessment of the relative proportion of workload across each of the key roles and whether the relative emphasis is correct and aligned to each agency's tailored service model
- an assessment of any internal productivity improvements that are achievable over time.

Drivers of demand

From our analysis there are three key drivers of future demand for CWU services:

1. Projected changes in the level and type of contacts with the CWUs. This can be assessed based on an analysis of historical data and an understanding of the impact of such factors as the:
 - a. Increased awareness of the CWUs due to the CWU role in education and capacity building
 - b. Nature and proportion of each 'contact' type across all CWUs, including the complexity of the issues raised
 - c. Mandatory Reporter capacity to recognise child wellbeing concerns, apply the Mandatory Reporter Guide, exchange information, make referrals, engage clients who do not connect easily with services
 - d. Nature of the Mandatory Reporter's role and relationship with the child and their family and their capacity to respond to child protection and wellbeing matters eg whether mandatory reporters have an ongoing role in working with clients
 - e. The impact of the electronic receipt of information
2. Any changes to Government policy, for example if:
 - a. CWUs have a more active role in dealing with ROSH cases that cannot be allocated by Community Services
 - b. Additional organisations are added to the coverage of the CWUs
 - c. NSW Health include GPs as a group that can access the CWU.
3. Any changes in the service system, for example:



- a. Improvements in the awareness of and availability of NGO services could reduce the time that CWUs spend on identifying suitable services
- b. Reductions in available services could drive an increase in contacts to CWUs to identify suitable replacement services

Projecting future demand

Based on an analysis of historical data Figure 20 highlights the fluctuations in demand experienced by CWUs over a 12 month period for inbound contacts. The data is taken from the monthly report to the CWU Directors Forum and represents the total inbound communications for the CWU as captured in WellNet. It is difficult to determine future demand based on this limited sample of historical data. In addition inbound contacts do not cover the total spectrum of work undertaken by CWUs. Over time trends will be more evident and can assist CWUs in predicting and planning for increased demand.

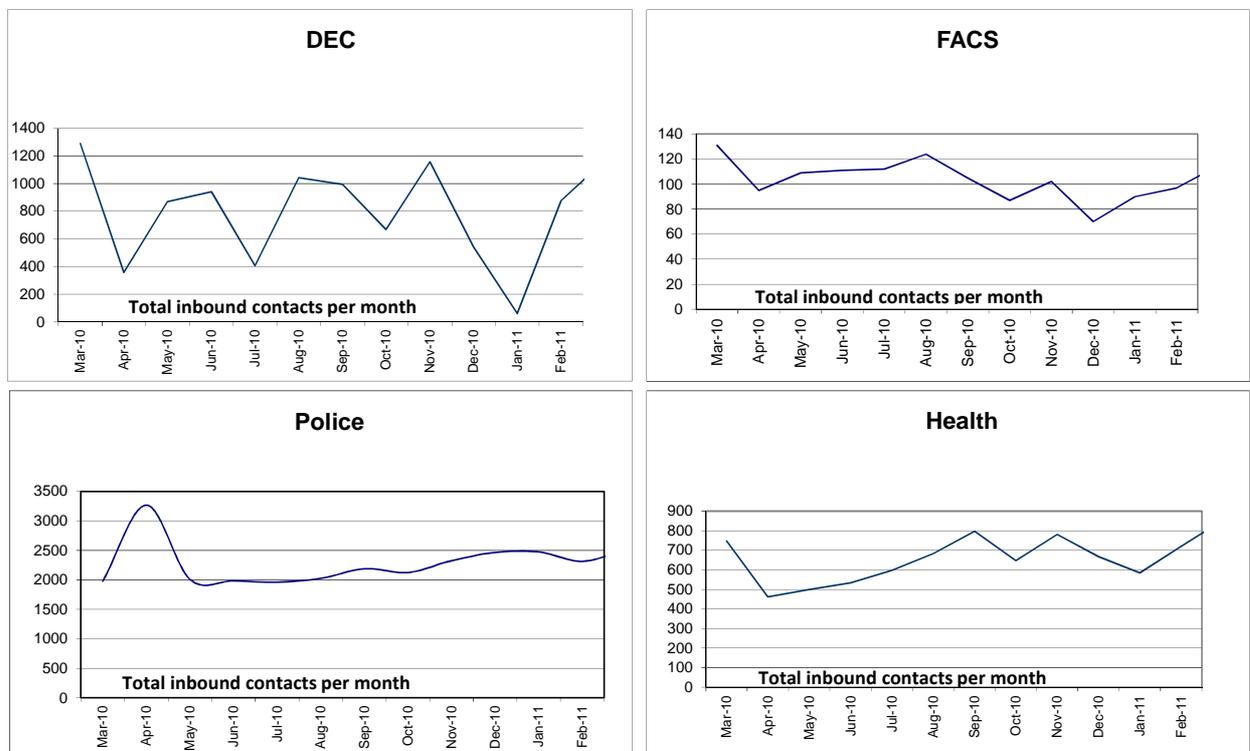


Figure 20 - CWU demand 2011-2012. Source: Directors' Forum Monthly Reports Mar 10- Feb 11

Reliable information on the current workload of CWU staff

For the purposes of this review it is assumed funding is linked to resources, specifically the variable cost associated with the number of full-time equivalent Assessment Officers required to meet demand.

Funding is required for Assessment Officers to advise, support and educate Mandatory Reporters (role 1), identify potential responses by the agency or other services (role 2), and to drive better alignment and coordination of agency service systems (role 3). To determine the level of funding requires knowledge of the volume of activity associated with each of these roles and the time taken to complete them.



WellNet provides data on the volume of inbound contacts received and the number of inbound contacts which are recorded as a child and young person concern. In addition WellNet notes the volume of activity to provide advice or information not associated with a concern. WellNet therefore provides information on some but not all of the volume of activity associated with roles 1 and 2 for Assessment Officers.

WellNet does not capture data on the level of activity required to build capability through education and communication sessions or the development of supporting materials and logistical co-ordination. Stakeholder interviews and the staff survey showed that education has been a considerable part of role 1 during this initial operational phase. The amount of Assessment Officer activity related to this has to be quantified manually. This is also the case for the volume of activity to undertake role 3.

Calculating the number of resources required to meet the current volume of activity requires knowledge of the average time taken for each activity. The only systematic collection of time currently available for CWUs is the average inbound contact duration captured in WellNet. The NSW Police Force CWU has examined, over a four week period, the time taken to complete activities associated with a concern / event. There is no systematic across-CWU process for recording the time taken for all activities undertaken under each of their three key roles.

Assessment of the relative proportion of workload across each of the three key roles

A more thorough assessment of the time dedicated to each aspect of the role would enable CWU Directors to understand proportionally where effort was currently expended across the three roles. This would also provide Directors with the opportunity to assess and plan for the next developmental phase of the CWUs and make decisions on the relative balance between these three roles to achieve Keep Them Safe outcomes.

Assessment of any productivity improvements that are achievable over time

Undertaking an assessment of the current volume of activity and the time taken for each activity for each of the three roles will support an assessment of the resourcing required based on current work practices.

Productivity improvement should be achievable as the CWUs gain in experience and build in continuous operational improvement to their work practices. An examination of potential productivity improvement should be built into the process for assessing future resourcing (and funding) levels for each CWU.



Analysis:

With a finite amount of funding available the Department of Premier and Cabinet requires data to evaluate the most appropriate distribution of funding to align CWU effort across the three roles to support the achievement of Keep Them Safe outcomes. The data review suggests that it is too early to rely on the current data as an accurate predictor of future demand. Inbound contact rates to CWUs are highly variable; a fact demonstrated by the often erratic dips in demand shown on the previous graphs.

In addition, the lack of data associated with the time taken to complete the three roles for each CWU presents a gap in information on which to base a funding decision. Close monitoring of the relationships between CWU funding and future demand and associated time to address that demand is therefore important over the next 3-6 months.

As outlined above there are two further considerations that should be taken into account to align funding levels with demand:

1. Assessment of the relative proportion of workload across each of the three key roles
2. Assessment of any productivity improvements that are achievable over time

Sub-recommendation 6.1 below focuses on providing a mechanism for measuring resource activity and subsequent staffing levels. It is assumed that the resourcing calculation should be based on the workload of CWU Assessment Officers given:

- the majority of their activity is linked to the volume of demand and therefore is variable in nature, and
- they represent the largest proportion of roles within the CWUs.

Other supporting roles (CWU Directors, Quality Assurance etc) have not been included in this calculation as they are seen to be fixed costs.

Sub-recommendation 6.2 builds in an assessment of the relative proportion of the workload across the three roles and potential productivity improvements.



Recommendation 6: The Department of Premier and Cabinet should re-examine the relationship between CWU funding and demand, and monitor over the next 3-6 months to allow for resources to be directed to areas of greatest need.

Sub-recommendation	Description	Cost
<p>Recommendation 6.1. The CWU Directors' Forum should lead an activity project for CWU Assessment Officers to capture time on Events, Non Events and Other over a three month period. This will provide a benchmark to assist decision making on staffing levels and allocation of funds.</p>	<ul style="list-style-type: none"> The proposed approach consists of collecting time data from by each Assessment Officer over a period of three months to allow for the calculation of a benchmark. WellNet monthly reports would provide demand data based on actuals. Manual data would be required for activities not recorded in WellNet. This data and benchmarking information can then be used to assess whether current staffing levels are appropriate, as well as enabling an ongoing review of staffing to reflect any changes to demand. <p>Suggested approach:</p> <ul style="list-style-type: none"> Each CWU appoints a Team Leader to work as part of a cross CWU team. This Benchmark team review the suggested approach and document the process for completion of the template. This will include defining and agreeing the aspects which are captured for each the three CWU roles role and will include concerns/ events, provide advice for non-events under roles 1 and 2 and provide information /other will capture activity associated with role 3. . This latter category must be monitored each week so that it is refined to a short list of options. The intent is to see where the main activity and therefore time is required. This process is signed off by CWU Directors. Implementation involves 'n' Assessment Officers (minimum 5) from each CWU completing the time template weekly. The Benchmark team prepare a report (template below) for the Directors each month based on these weekly timesheets. The data will highlight similarities and differences between CWUs and require Directors to assess where the effort should be focused in order to meet the long term Keep Them Safe outcomes within the financial constraints. CWU Directors should provide Department of Premier and Cabinet with a consolidated view of the three months' worth of data with suggested recommendations. <p>Example templates are provided in Table 16 and Table 17.</p>	Cost-neutral
<p>Recommendation 6.2 The Department of Premier and Cabinet, in conjunction with the Directors' Forum, should finalise an assessment of the most appropriate distribution of funding to align CWU effort across the three roles to support the achievement of Keep Them Safe outcomes.</p>	<ul style="list-style-type: none"> The assessment should use the data from the activity project described in Recommendation 6.1 The assessment should also build in consideration of the relative proportion of the workload across the three roles (aligned to each agency's tailored service model) and potential productivity improvements to current work practices. 	Cost-neutral

Table 15: Sub-recommendation for better alignment between funding and demand



Per week	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total time
Role 1 and 2								
Event / Concern								
Event A								
Event B								
Non-events / Advice								
Non-event A								
Non-event B								
Other role 1, 2								
Other A								
Other B								
Role 3								
Provide information								
Other A role 3								
Other B role 3								
Total Time								

Table 16: Example template to collect time

Per Month	Police	DEC	Health	FACS
Number of activities				
Total events role				
Total non-events role				
Total other role 1, 2				
Total other role 3				
Av. time for one AO on activities				
Events				
Non-events				
Other role 1, 2				
Other role 3				
Total time on activities				
Events				
Non-events				
Other role 1, 2				
Other role 3				
Calculate total no. of days				
Events				
Non-events				
Other role 1, 2				
Other role 3				
Total No. of Assessment Officers				

Table 17: Example report template which includes demand, time and assessment of required resources



4.3 Governance structure

Opportunity 7: To clarify the roles and responsibilities between the Senior Officers Group and Directors' Forum

The stakeholder interviews revealed confusion between the Senior Officers Group and the Directors' Forum, including the roles and responsibilities of members of each governance group, the process for escalation from the Director's Forum to the Senior Officers Group and risk assessments conducted by each group. The document review revealed that this may be due to the fact that:

- The Senior Officers Group terms of reference only reflect the first six months of implementation and are thus out of date.
- The Directors' terms of reference, although current, do not clearly reflect the key interrelationship between the Senior Officers Group and the Directors' Forum and the need to have a more strategic view as the CWUs transition into the next phase of standardisation and best practice.

In relation to Department of Premier and Cabinet's involvement at the Directors' Forum, the majority of stakeholders stated this should continue, commenting on the need to balance the CWU Directors' direct involvement and ownership with independent oversight, strategic guidance and alignment to the wider Keep Them Safe activities provided by Department of Premier and Cabinet.

Analysis:

There is a need for greater clarity between the Senior Officers Group and the Directors' Forum, particularly as the Directors' Forum becomes more strategic in nature. This also includes the need for operational and strategic risk assessments to be incorporated as a responsibility of the Directors' Forum. As the Forum transitions to the next phase of the CWU implementation it will benefit from the continued oversight of Department of Premier and Cabinet.



Recommendation 7: The Department of Premier and Cabinet should clarify the governance arrangements between the Senior Officers Group and the Directors’ Forum.

Sub-recommendation	Description	Cost
<p>Recommendation 7.1. The terms of reference for both the Senior Officers Group and the Directors’ Forum should be updated and should reflect the key interrelationships between the two groups</p>	<p>The Senior Officers Group and Directors’ Forum terms of reference should be refreshed to reflect the strategic nature of the Directors’ Forum and to become focused on the next 18 months. This should include agreement on:</p> <ul style="list-style-type: none"> • Respective roles and responsibilities • Areas for escalation from the Directors’ Forum to the Senior Officers Group • Respective responsibility for operational and strategic risk assessments • Inter-relationship between the two groups (e.g. reviewing performance, monitoring implementation, approving key documents such as the strategic plan) 	Cost-neutral
<p>Recommendation 7.2. The Department of Premier and Cabinet should continue to play the overseeing role for the CWUs for the next 12 – 18 months</p>	No additional description required.	Cost-neutral

Table 18: Sub-recommendations for clarifying governance arrangements

Opportunity 8: To provide clarity and resolution in regards to changes to agency structures and lines of reporting resulting from the machinery of government changes

To ensure ongoing CWU effectiveness, there is a need to clarify and resolve agency structures and lines of reporting. Stakeholder interviews identified that machinery of government changes have resulted in different agency structures and lines of reporting which impact on the operation of the CWUs, including:

- NSW Health - the creation of Local Health Districts to replace Area Health Services;
- Department of Family and Community Services and Department of Education and Communities - transfers of Aboriginal Affairs and Juvenile Justice from Department of Human Services; and
- Department of Education and Communities – providing services for the early childhood and education care sector staff and the Office of Communities who are now employees of the Department of Education and Communities.

CWU staff were also asked to report whether they felt that the machinery of government changes would impact the future governance arrangements of the CWU. As shown in Table 19, there were mixed responses to this question, with NSW Health and Department of Family and Community Services respondents reporting the strongest responses. These findings appear to reflect the impact of the key machinery of government changes listed above.



	NSW Health (n=24)	DEC (n=20)	FACS (n=6)	NSW Police (n=21)
Strongly agree	4%	0%	0%	10%
Agree	38%	20%	33%	14%
Unsure	50%	75%	67%	76%
Disagree	8%	5%	0%	0%
Strongly Disagree	0%	0%	0%	0%

Table 19: CWU Staff Survey: % of CWU Staff who felt that the machinery of government changes would impact the future governance arrangements of the CWU (n=71)

Analysis:

The review coincided with a number of machinery of government changes that impacted on structural and reporting arrangements for the CWUs. Decisions on future structural and reporting arrangement should be made quickly to reduce uncertainty and ambiguity regarding which CWU should be contacted for advice and support. A decision has already been made that the Family and Community Services CWU will continue to provide services to Juvenile Justice. A decision is yet to be made on whether the Department of Family and Community Services CWU or the Department of Education and Communities will provide services to Aboriginal Affairs.



Recommendation 8: The Department of Premier and Cabinet should ensure that the machinery of government changes that impact on CWUs are implemented as a priority.

Sub-recommendation	Description	Cost
<p>Recommendation 8.1. For NSW Health, clarify the location of the CWUs in relation to the reporting arrangements and the relocation of Area Coordinators to the Local Health Districts.</p>	<ul style="list-style-type: none"> NSW Health should clarify the location of the CWUs in relation to the reporting arrangements and the relocation of Area Coordinators to the Local Health Districts. The issue is not with the locations of CWUs (which are established) but rather their alignment within the governance and reporting lines for NSW Health. 	<p>Cost-neutral</p>
<p>Recommendation 8.2. For the Department of Family and Community Services, finalise a service level agreement with the Department of Attorney General's and Justice (for Juvenile Justice).</p>	<p>No additional description required.</p>	<p>Cost-neutral</p>
<p>Recommendation 8.3. For the Departments of Education and Communities and Family and Community Services, determine which CWU Aboriginal Affairs will use and establish a service level agreement, if required.</p>	<ul style="list-style-type: none"> A service level agreement between Department of Education and Communities and Family and Community Services for Aboriginal Affairs, may be required should Family and Community Services remain the provider of CWU assistance for Aboriginal Affairs Mandatory Reporters. 	<p>Cost-neutral</p>
<p>Recommendation 8.4. For the Department of Education and Communities, clarify how the CWU will service early childhood, education care sector and Office of Communities staff.</p>	<p>No additional description required.</p>	<p>Cost-neutral</p>

Table 20: Sub-recommendations for machinery of government changes



4.4 People

Opportunity 9: To improve staff stability and reduce turnover

The document review, stakeholder interviews, CWU staff survey and workshops all reveal staff instability and turnover to be a weakness in the implementation of CWUs to date. The staff profiles of each CWU are shown in the table below.

CWU Staff Profile	Police	DEC	Health	FACS
CWU established for X Total staff, as at 31 Jan 2010	27	28	30.5	13
Total No. FTE Staff recruited/positions filled as at 31 Jan 2010	27	26	26.3	11
Of that total x were Assessment officers	21	20	14.2	8
Total No. FTE staff who had left as at 31 May 2011	12	17	6.8	6
Of that total x were Assessment officers	9	16	4.8	4
FTE Staff turnover rate (%) Overall	44%	65%	26%	55%
FTE Staff turnover rate (%) Assessment officers	43%	80%	34%	50%

Table 21 - CWU staffing profile. Source: Provided by CWU Directors, as at 28 June 2011

An analysis of the staffing profile at each CWU indicates that the turnover rate, since CWU commencement, varies significantly across the units. The Department of Education and Communities have had over three quarters (80%) of Assessment Officers leave. NSW Health on the other hand had a 34% turnover rate. This reflects the influence of a number of factors, such as the high level of competition between agencies to fill positions with qualified individuals and the fact that some CWUs hired staff on a temporary basis only. It also reflects the fact that initial hiring was done with limited knowledge of the requirements for the role and was in some cases performed by a different group of managers. Overall, this disparity in turnover rates could suggest that those who offer permanent positions have greater staff stability and staff stability has improved as the service roles have been understood and greater clarity has been provided to potential candidates regarding role expectations.

The weaknesses related to staff stability and retention were reinforced by the CWU staff survey results. Overall, these results revealed that staffing and management was reported as the most significant weakness in the implementation of CWUs to date, with 66% of staff reporting that staffing and management was only moderately to not at all successful. This was relatively consistent across the CWUs, although some staff wanted to separate out the word 'staffing' from 'management' to distinguish the issue from the attitude, recognising that management were focused on resolving this.

When explored in the CWU workshops, staff identified two key factors which they felt contributed to the relatively high staff instability and turnover including use of temporary positions and lack of career pathways and development. The lack of development was exacerbated with the high turnover of staff as existing staff were frequently in training mode as new people came on board or having to cover more events due to lack of staff.



Stakeholder interviews also identified an emerging issue where some agencies are not agreeing to permanent filling of CWU positions based on advice from NSW Treasury about the non-ongoing nature of funding.

Analysis:

Retaining high quality staff creates a strong foundation to operate a CWU effectively. The review revealed staff retention as a significant challenge to date, which was attributed to:

- offering temporary rather than permanent employment which limits the ability of CWUs to attract the best ongoing candidates and may increase staff turnover
- initial lack of clarity and expectations of the role, and
- minimal career development and progression opportunities.

There is now greater clarity on the CWU roles and there is now better alignment between the roles and job incumbents. To address the remaining staffing limitations, CWUs should identify strategies for CWU staff to access development opportunities, as well as increase the number of staff employed on a permanent basis.

The CWU workshops revealed that planned secondments across agencies and annual cross agency CWU staff conferences/meetings were an important and valuable method for career development. Not only will these increase staff development but also facilitate the sharing of best practice across the CWUs. A formal arrangement is required to ensure the secondments are successful and effective.

Recommendation 9: To attract and retain high quality staff, CWUs should aim to provide staff with more stability and opportunities for career development.

Sub-recommendation	Description	Cost
<p>Recommendation 9.1. CWUs should continue to encourage development and growth of CWU staff through expansion of cross-agency secondments, sharing of best practice and other strategies for retaining high quality staff</p>	<p>CWUs should also investigate the implementation of other best practice strategies for retaining high quality staff. For example:</p> <ul style="list-style-type: none"> • Identify CWU high performers/potential and critical roles • Utilise this knowledge and skill to grow and develop others and the operational effectiveness of CWU • Appoint high performers as leaders of initiatives which report to the Directors' Forum, such as the development of a common understanding of the behaviours and values which effectively support the role of CWUs and/or the assessment of time, review of service provision • Provide resources and support that make it easy for CWU leaders to effectively manage their workforce • Connect staff and team leaders by providing regular and open communication from CWU and Keep Them Safe Directors and Executives on key news and milestones 	<p>Cost-neutral</p>



Sub-recommendation	Description	Cost
Recommendation 9.2. Following determination of staffing levels under Recommendation 6, the Department of Premier and Cabinet should facilitate discussions with NSW Treasury regarding advice to agencies to enable permanent filling of positions where possible	No additional description required.	Not cost-neutral

Table 22: Recommendations for reducing staff instability and turnover

Opportunity 10: To strengthen training and development across CWUs

The CWU staff survey results revealed development of CWU staff training and education as an area for further strengthening, with 53% of staff indicating that the development of training and education was moderately to not at all successful and 47% of staff reporting that development of training and education was successful or very successful. A comparison of responses across the CWUs is provided in Figure 21 below.

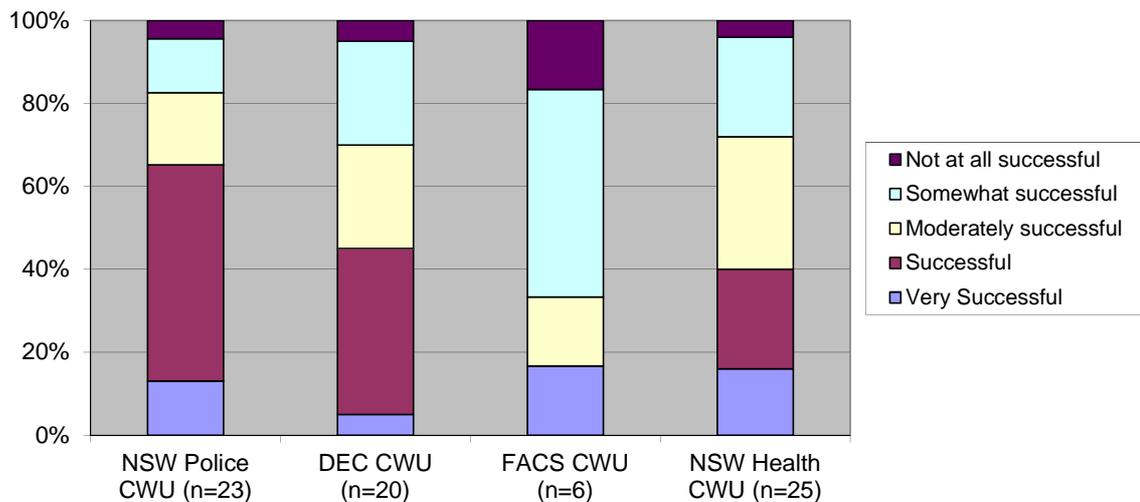


Figure 21: CWU Staff Survey – Success of training and education in the implementation of CWUs (n=74)

This figure shows that the findings were lower amongst Department of Family and Community Services CWU staff, with 83% of staff indicating that the development of training and education was only moderately to not at all successful. Whilst these findings may be impacted by the small number of respondents from the Department of Family and Community Services CWU, Figure 21 illustrates potential inconsistencies in training and development across the CWUs.

When these results were explored and tested in the CWU workshops, staff indicated that the lack of inter-agency training and ongoing training may be contributing to this finding. Developing new training opportunities, as well as building on existing mechanisms (such as the cross-agency review sessions held quarterly) were identified as important for the ongoing success of the CWUs.



Analysis:

As described in Section 3.4 above, the CWU Staff survey results showed that the initial training had equipped staff with the required skills to perform their role. In contrast, when asked to rank a range of activities, the training and education was identified as the second highest weakness in the implementation of CWUs to date, potentially due to the lack of new and ongoing training opportunities.

To overcome these weaknesses, CWUs need to evolve the training approach to help facilitate consistent development opportunities and to maintain knowledge and skills across CWUs. This includes case-studies, train-the-trainer, use of master classes and coaching and inter-agency training.

A train-the-trainer approach is an efficient mechanism for transferring staff knowledge and skills (particularly amongst new staff) and providing existing staff with professional development opportunities.

Inter-agency training will enhance consistency in skills across CWUs. Case-studies or scenario based training are an effective training approach and were identified as desirable by CWU staff and stakeholders.

Consideration should be given to NSW Health developing a centre of excellence in this area though an established training organisation such as the Education Centre Against Violence. Central management of education and training through a centre of excellence will provide efficiencies of scale, enable a greater focus on cross-agency training opportunities and help maintain consistent knowledge and skills across CWUs. This is addressed in Recommendation 15 below.

Recommendation 10: CWUs should develop and deliver consistent and ongoing training and development opportunities for CWU staff across agencies.

Sub-recommendation	Description	Cost
<p>Recommendation 10.1. The Directors' Forum should implement a train-the-trainer approach to CWU staff training and development, which includes inter-agency, case study and scenario-based training</p>	<p>No additional description required.</p>	<p>Cost-neutral</p>



Sub-recommendation	Description	Cost
<p>Recommendation 10.2. The Directors' Forum should establish a centre of excellence to centrally manage education and training and better maintain knowledge and skills across CWUs</p>	<p>This recommendation links to Recommendation 15.1.</p>	<p>Not cost-neutral</p>

Table 23: Recommendations for enhancing training and development across CWUs

Opportunity 11: To ensure greater consistency of staffing classification and levels

Staff classifications

Stakeholder interviews and workshops revealed that some CWU staff are concerned by disparities in Assessment Officer levels and commensurate salaries. NSW Police employ Clerk 5/6 Assessment Officers and field the greatest volume of contacts in comparison to all other CWUs who employ Clerk 7/8 Assessment Officers. NSW Police CWU staff are proud of the effort and professionalism they display in conducting their role and were vocal in their view during the staff workshops that their work was not receiving equivalent recognition through classification or salary in comparison to other CWUs.

Staff levels

Assessment Officers form the largest proportion of roles within the CWU and the majority of their activity is linked to the volume of demand associated with roles 1 and 2. To calculate the appropriate staffing level for Assessment Officers requires knowledge of the average time taken to complete activities and the average volume of contacts and concerns. Both time and volume information is currently available for the NSW Police CWU and recommendation 6.1 proposes the systematic collection of time data across all CWUs to inform future funding decisions and staffing levels.

In Table 24 the average volume or demand for the NSW Police CWU is based on the actual number of in-bound contacts received and the number of child and young person concerns / events, taken from WellNet reports over a 12 month period Mar 10 to Feb 11. The time taken for an initial contact refers to the WellNet average call time for the same period. The average time taken for a child and young person concern / event refers to data gathered by Police Assessment Officers over a four week period. Fifty minutes was the least amount of time required, one hundred and forty five minutes was the longest time on average and ninety four minutes the average of all activities, as described in Section 3.2, Table 3.

This information is combined with the volume of in-bound contacts and child and young person concerns to estimate the number of resources required to meet demand. To make this more meaningful the time data, initially in minutes, is converted into days and for the purposes of this calculation a productive day consists of 6 hours and a working month has 20 days.



Estimation of resource requirements	Police		
Av in bound contacts received per mth (#)	2259		
Av time on initial contact per mth (mins)	2.7		
Total av time on initial contact per mth (hrs)	102		
Av CYP concerns per mth (#)	2174		
Average resolution time (mins)	50	94	145
*Av time CYP concerns per mth (hrs)	1812	3406	5254
*Total av hrs (initial contact + CYP concerns) per mth	1913	3508	5355
*Total av days (initial contact + CYP concerns) per mth	319	585	893
*No. Assessment officers needed to meet demand	16	29	45
Av no. of FTE Assessment officers employed	21*		

* Estimate

Table 24: Estimate of the number of Assessment Officers required to meet demand. Source data: DF Monthly Reports Mar 10 – Feb 11 and CWU Director.

The estimated number of staff required to meet the average demand between Mar 10 and Feb 11 is lower than the average number of staff employed during the same time frame. This indicates a disparity in staffing levels and suggests that the NSW Police CWU is dependent on its recent addition of 10 temporary employees to meet demand.

Analysis:

Agencies initially determined their job levels based on their internal workforce process and structure. This included taking account of the seniority of stakeholders with whom Assessment Officers interacted. Twelve months on CWUs are able to more meaningfully assess the role and compare staff activity across CWUs to address disparities in staffing levels and classification. Roles which are cross-agency in nature should be assessed using the NSW government-wide job evaluation process.

Disparities in staffing levels / classifications were identified as a strong concern for NSW Police CWU staff. Given the anomaly exists in Police regarding the level of Assessment Officer role in comparison with other CWU Assessment Officer staff, a review of their classifications should be a priority. This is enabled by the fact that agencies are able to re-evaluate a job at any time.

The review clearly demonstrated the high demand within the NSW Police CWU and the valuable contribution they are making. Given the level of activity of the NSW Police CWU the current staffing levels (permanent and temporary staff) are required to meet demand. Recommendation 6.1 and 6.2 would provide further insights and areas for internal productivity improvements.



Recommendation 11: CWUs should provide more staff consistency across CWUs including classification and levels.

Sub-recommendation	Description	Cost
<p>Recommendation 11.1. NSW Police should re-evaluate the Assessment Officer levels, based on their current roles, responsibilities and skills</p>	<ul style="list-style-type: none"> NSW Police should review / re-assess the classification levels of their Assessment Officers. This should be based on the cross-public sector job evaluation process given the cross-agency nature of the role. 	Not cost-neutral
<p>Recommendation 11.2. The future of 10 temporary Police CWU positions should be urgently resolved with ongoing funding.</p>	<ul style="list-style-type: none"> On account of the high demand and valuable contribution of the 10 temporary Police CWU staff the funding for these positions should be urgently resolved with a view to ongoing funding being provided. 	Not cost-neutral

Table 25: Recommendations for increasing staff consistency

Opportunity 12: To strengthen training of Mandatory Reporters

Whilst the review recognised as a strength the initial communication with and training of Mandatory Reporters, there is a need for greater investment in ongoing education. Mandatory Reporters have shown improved awareness of the Mandatory Reporter Guide. However the stakeholder interviews, Mandatory Reporter survey and CWU workshops revealed that there are still gaps in the knowledge and skills of Mandatory Reporters.

Suspected ROSH

CWU staff identified inconsistent use and application of the Mandatory Reporter Guide by Mandatory Reporters as an area for future training. Each CWU staff workshop commented on the need to continually educate Mandatory Reporters and proposed their direct involvement as a mechanism to achieve this. Police were conscious of the need to reinforce best practice use of the Mandatory Reporter Guide within COPS to more immediately identify which children, young person or families reached the threshold of significant harm. Table 26 below highlights the number of contacts / events which reach the threshold of suspected ROSH and have been sent to Community Services by the CWU or their Mandatory Reporters (for Police this only refers to the CWU). Police seek to reduce the number of events sent to Community Services with suspected ROSH through increased education of Mandatory Reporters.

Agency CWU	Police	Health	DEC	FACS
Report Suspected ROSH to CS	8100	1964	2700	726

Table 26: Number of suspected ROSH reports sent to Community Services by the CWU or Mandatory Reporter following contact with the CWU. Source: DF Monthly Reports, Mar 10 – Feb 11.



Mandatory Reporter survey respondents noted the need for additional knowledge and skills, which included:

- more updated information and recent changes (e.g. legislation, clinical and governance changes, thresholds and other issues)
- ongoing training and development opportunities, particularly to capture new staff
- information on the CWUs (e.g. role of the CWUs, the services they do and do not provide, how and when to contact)
- more clarity on the existing relationships and interactions between agencies
- skills to more confidently assess the level of risk and when to make a report.

The Mandatory Reporter Survey revealed that approximately 60% of respondents did not receive ongoing communication and information about the CWUs (i.e. respondents unsure to strongly disagree). This was consistent across the CWUs (see Table 27 below). Note, Table 27 presents a breakdown by CWU agency as identified by the Mandatory Reporters, rather than by their profession (see Appendix D for breakdown).

	NSW Health (n=628)	DEC (n=686)	FACS (n=542)	NSW Police (n=245)
Strongly agree	12%	11%	12%	11%
Agree	34%	29%	34%	37%
Unsure	15%	17%	20%	13%
Disagree	33%	35%	29%	34%
Strongly Disagree	6%	7%	6%	6%

Table 27: Mandatory Reporter Survey - % of respondents (broken down by agency) who felt that they had received ongoing communication and information about the CWUs (n=2,101)

Analysis:

Whilst CWUs performed well in initially managing communication with and training of Mandatory Reporters, there is a need for greater investments in ongoing education and improved communication mechanisms. This includes strategies to increase awareness of the Mandatory Reporters Guide, clinical and governance changes and the role of CWUs.

Mandatory Reporters have shown improved awareness of the Mandatory Reporter Guide, but stakeholder interviews suggested they still needed more training in its proper use as well as to capture new Mandatory Reporters.

Ongoing training of Mandatory Reporters is essential to the effectiveness of CWUs. Whilst Mandatory Reporter training is an agency responsibility (not just one for CWUs) and is part of the broader Keep Them Safe cultural strategy, CWUs are well placed to continue to further support the ongoing education, encouragement and support of Mandatory Reporters.



Recommendation 12: CWUs should continue to invest in the ongoing education, encouragement and support of Mandatory Reporters.

Sub-recommendation	Description	Cost
<p>Recommendation 12.1. CWU agencies should use existing and new communication channels to provide Mandatory Reporters with information on any clinical and governance changes, changes to legislation or ROSH thresholds</p>	<ul style="list-style-type: none"> • CWUs should confirm the information which has changed and decide on the most appropriate communication mechanism. The mechanism will alert the Mandatory Reporters to the change with a link to an agreed repository for more detailed information. • If appropriate, de-identified Mandatory Reporter survey responses for each CWU should be further analysed to identify specific priority areas for their agencies. 	Cost-neutral
<p>Recommendation 12.2. CWU agencies should identify strategies for disseminating information on the CWUs (including the roles and services provided by CWUs, as well as how and when to contact the CWUs) to enhance awareness and understanding amongst Mandatory Reporters</p>	<ul style="list-style-type: none"> • CWU agencies should review existing strategies for disseminating information on the CWUs and determine which are the most effective for Mandatory Reporters. • CWU agencies should consider contacting Mandatory Reporters who use the service and test the proposed strategies with them. 	Cost-neutral
<p>Recommendation 12.3. CWU agencies should coordinate with Community Services to promote and enhance the uptake of ongoing Mandatory Reporter Guide training for Mandatory Reporters, particularly for new Mandatory Reporters</p>	No additional description required.	Not cost-neutral

Table 28: Recommendations for greater investment in the ongoing education of Mandatory Reporters

Opportunity 13: To sustain the expertise of CWU Directors

The strength of CWU leadership was acknowledged consistently in the stakeholder interviews and CWU workshops, but so too was the immense significance of individual agency Directors.



Analysis:

This reliance on the current Directors may result in a dip in the continuity and expertise, as acting and new Directors take on new responsibilities. A lack of succession planning for CWU Directors may present a risk to the future effectiveness of the CWUs.

The CWUs should prepare for changes in leadership to minimise disruption within agencies and in inter-agency relationships. Given it is now eighteen months since CWUs' inception, plans should be made to minimise and anticipate any impact from departure by these Directors.

Recommendation 13: CWUs should prepare internally and collectively for Directors' successions and focus on the development of new and acting Directors.

Sub-recommendation	Description	Cost
<p>Recommendation 13.1. Internally, each CWU should identify and prepare potential successors</p>	<ul style="list-style-type: none"> To maintain continuity and expertise as acting and new Directors take on new responsibilities, agency CWUs should identify potential successors, and whenever possible, codify their knowledge and intra-agency and inter-Departmental relationships. 	<p>Cost-neutral</p>
<p>Recommendation 13.2. Across the agencies, CWUs should develop mentoring arrangements for any new Directors</p>	<ul style="list-style-type: none"> Across the CWUs, arrangements should be made allowing for mentoring of any new Directors and to ensure leadership of cross-agency bodies is similarly prepared for such turnover. 	<p>Not cost-neutral</p>

Table 29: Recommendations for maintaining continuity and expertise amongst Directors



4.5 Processes and procedures

Opportunity 14: To improve consistency of processes and procedures across the CWUs

The review identified two key areas of focus for policies and procedures:

- agency communication and engagement strategies
- cross-agency and individual agency operating policies, procedures and guidelines.

Integrated communication and engagement strategies were implemented by each agency in the early phase of CWU establishment and the implementation of Keep Them Safe. Given that over 12 months has passed since the establishment of the CWUs it is timely to review and refresh those strategies.

Whilst cross-agency operating guidelines have been developed and reviewed by the Directors' Forum, stakeholder interviews and CWU staff survey results reveal inconsistencies in processes and procedures used across the CWUs.

For example, the CWU workshops revealed that the Standard Operating Procedures used by NSW Police CWU staff differ from the procedures used in other CWUs. In addition, the CWU staff survey revealed lower results in relation to the effectiveness of cross-agency policies and procedures, with over 25% of staff suggesting that there were not effective cross-agency policies in place.

Analysis:

The approach/method for communicating and engaging with Mandatory Reporters differs across the agencies and may have altered since the initial establishment of the CWUs.

To address the inconsistencies in existing processes and procedures, CWUs should review and revise their communication strategies and operating procedures and guidelines. The focus of this review should be to increase consistency whilst maintaining appropriateness across agencies.



Recommendation 14: CWUs should review existing policies and procedures (i.e. communication strategies, operating procedures and guidelines) to increase consistency and appropriateness across agencies.

Sub-recommendation	Description	Cost
<p>Recommendation 14.1. Each agency should refresh their communication strategy to pick up on the key messages of the review</p>	<p>No additional description required.</p>	<p>Cost-neutral</p>
<p>Recommendation 14.2. The Directors' Forum should review the shared CWU operating guidelines at regular intervals and incorporate the best practice elements from the individual CWU operating procedures and guidelines</p>	<ul style="list-style-type: none"> • To ensure that any changes and areas are reflected in the cross-CWU operating procedures, the Directors' Forum should review the shared CWU operating guidelines at regular intervals. • Reviewing and incorporating the best practice elements from the individual CWU operating guidelines and procedures should also be included in this review process. • This process has already commenced with revisions to the CWU operating guidelines recently endorsed by the Keep Them Safe Senior Officers Group. 	<p>Cost-neutral</p>

Table 30: Recommendations for consistent internal and cross-agency processes and procedures



4.6 Organisational structure

Opportunity 15: To establish centres of excellence to support CWU data analysis, recruitment and training

The review considered the potential for implementing shared administrative arrangements between CWUs in relation to support services, staff recruitment, training and deployment, reporting and data management.

Stakeholder interviews indicated that general support services were best provided locally and would not benefit from a shared service arrangement at this early stage of operation of the CWUs.

The review revealed some duplication of effort across the CWUs, as each CWU analyses data, recruits and trains staff/Mandatory Reporters and tracks performance. When explored in the stakeholder interviews and CWU staff workshops, four areas were identified with potential to implement shared administrative arrangements between CWUs:

- Training and development of CWU staff
- KPIs and performance reporting
- Systematic service identification
- Recruitment and induction.

During the last 12 months, the NSW Health CWU has placed substantial emphasis on the effective training and development of CWU staff. This was reflected in the positive CWU survey results amongst NSW Health CWU staff in relation to the training and education questions.

In relation to planning and performance reporting, stakeholder interviews and CWU staff workshops revealed that over the last 12 months, the NSW Police CWU has taken the initiative and identified a number of different performance measures. This data has assessed the health of a process or the level of resources required. Examples include: measuring direct referrals, cumulative risk assessments, the time taken to complete activities and the uptake of service referrals. These have been supported through the development of potential KPIs.

The development of KPIs to measure the performance of the CWUs is occurring within the context of the overall evaluation of Keep Them Safe. The Evaluation Framework was completed in August 2010 and the associated Implementation Plan was completed in April 2011. Both the Keep Them Safe Evaluation Framework and Implementation Plan were endorsed by the Human Services and Justice CEOs Forum on 16 June 2011. They also endorsed the Implementation Plan's proposed methodology and evaluation governance arrangements.

A Keep Them Safe Evaluation Steering Committee is currently being established. It will be comprised of representatives from the government and non-government sector and will oversee the Keep Them Safe evaluation and finalise evaluation performance indicators. Systematic evaluation of Keep Them Safe initiatives will begin in late 2011.



Analysis:

As the CWUs transition from the operational phase to the standardisation/best practice phase of organisational maturity, establishing centres of excellence as an approach to shared services will increase the effectiveness and consistency in a number of core functions. The centres of excellence approach would have one of the CWUs taking the lead on an area of shared services, working collaboratively with other CWUs.

Harnessing existing knowledge, skills and experience in this area, NSW Health CWU is well placed to become the centre of excellence for the training and development of CWU staff. NSW Police should guide the CWUs in the implementation of measures to assess the health of a process, the development of KPIs and the reporting of performance. NSW Police should also consult with Marilyn Chilvers, Chair of the Keep Them Safe Evaluation Steering Committee to ensure consistency of CWU KPI development with the overall evaluation.

The review did not identify an obvious agency lead for centres of excellence for recruitment and induction and for systematic service identification.

Recommendation 15: The Directors’ Forum should establish centres of excellence in the areas of training and development of CWU staff, systematic service identification and planning and performance reporting.

Sub-recommendation	Description	Cost
Recommendation 15.1. NSW Health CWU should become the centre of excellence for training and development of CWU staff	No additional description required.	Not cost-neutral
Recommendation 15.2. NSW Police should become the centre of excellence for KPIs and performance reporting	<ul style="list-style-type: none"> This centre of excellence would take into consideration the different service models and the overall Keep Them Safe Evaluation Framework and Implementation Plan when providing advice on appropriate KPIs and performance reporting for CWUs. 	Not cost-neutral
Recommendation 15.3. The Directors’ Forum should also investigate the establishment of a centre of excellence for systematic service identification and other CWU functions such as recruitment and induction	<ul style="list-style-type: none"> CWU Directors should consider the appropriate CWUs to be the centre of excellence for other functions such as the systematic service identification, recruitment and induction and any other CWU functions that would benefit from the establishment of a centre of excellence to promote efficiency and effectiveness. 	Not cost-neutral

Table 31: Recommendations for establishing centres of excellence



Opportunity 16: Continue Information Exchange Teams to strengthen information exchange continues across agencies

Whilst the workshops revealed some continuing challenges relating to cross-agency information exchange, the review of the outposted caseworker service model revealed Information Exchange Change Teams are an important foundation for continuing to improve information exchange and inter-agency collaboration. The positive aspects of the Information Exchange Change Teams were also reflected in the stakeholder consultations and workshops with CWU staff.

Stakeholders see it as important to establish the permanency of the Information Exchange Change Team. The service is currently funded to 2011/12 from Keep Them Safe; however stakeholders would like to see the funding of these positions incorporated into the core funding envelope for CWUs, rather than as an add-on service.

Analysis:

As described in Section 3.6 a key element of the implementation of Keep Them Safe has been the allocation of dedicated caseworkers to an Information Exchange Change Team to work with CWUs to provide a transitional information exchange facilitation service.

The Community Services review of the outposted caseworkers providing the Information Exchange Change Team service highlights substantial achievements in the areas of information exchange and agency collaboration. There is also support for a permanent and ongoing Information Exchange Change Team service to provide an information exchange facilitation service.

These findings provide support for the continuation of the Information Exchange Change Team service, at least at the current level of resourcing.

Recommendation 16: Information exchange should be supported through a permanent Information Exchange Change Team service.

Sub-recommendation	Description	Cost
<p>Recommendation 16.1. The Information Exchange Change Team service should be maintained at least at the current level of resourcing (four staff).</p>	No additional description required.	Not cost-neutral
<p>Recommendation 16.2. The Information Exchange Change Team should be appropriately resourced as part of the core funding for CWUs</p>	<ul style="list-style-type: none"> To ensure the ongoing delivery and effectiveness of the Information Exchange Change Team service, the Departments of Premier and Cabinet and Community Services should resolve the ongoing funding arrangements for the service, noting that the service is currently funded to 2011/12 from Keep Them Safe. 	Not cost-neutral

Table 32: Recommendations for information exchange



4.7 IT (Systems and Processes) - WellNet

Opportunity 17: To improve the data capture, visibility and extraction of information from WellNet

The WellNet database has only limited capability for data analysis and reporting. Data exported from WellNet itself are in raw, aggregated form. It is left to agencies to manually analyse these outputs and their ability to do so is limited by WellNet in critical areas, including:

- breaking down ROSH appraisals by report and per child or young person, and comparing CWU and Mandatory Reporter assessments
- better identification and exporting of data.

The CWU staff survey also revealed a number of potential additions or improvements to WellNet to meet future requirements, including improved reporting functions, increased data entry capability, inclusion of more family history, enhanced speed and reliability and better access to information. Improved interface with KiDS was also identified as a key area for improvement.

For reporting and analysis purposes, the WellNet system treats the Department of Family and Community Services CWU as a single entity. However it is difficult to analyse and report data for the three agencies which make up the CWU (Juvenile Justice, Housing NSW and Ageing, Disability and Homecare). Improved data analysis would allow agencies to better assess their performance and anticipate future demand. Operational enhancements for WellNet are currently impacted by the priority placed on changes to KiDS.

The planned changes to the KiDS database in August will automate the feedback that Community Services provides mandatory reporters following a report to the Child Protection Helpline. The changes will likely provide CWUs with similar capacity to provide automated feedback to mandatory reporters where the CWU makes a report to the Helpline based on the information provided to them by an agency mandatory reporter.



Analysis:

WellNet is the system used by all CWUs and is the most significant implementation achievement. With continued use, users have identified a number of improvements which would make this repository of data of much greater value to the operational efficiency and long term effectiveness of CWUs. Improvements include:

- additional functionality to capture relevant information on service provision
- increased analytic and reporting capability to provide timely and meaningful information
- integration with agency systems to reduce time on data entry.

This would result in more timely and meaningful information and enhance inter-agency alignment and coordination.

CWUs should coordinate with Community Services to clarify any enhancements to the communication between the Helpline and CWUs on Helpline screening and assess the potential impact of such enhancements.

Recommendation 17: CWUs are well-placed to identify and investigate improvements to WellNet’s analytic and reporting capability and should explore opportunities for integrating it with agency systems.

Sub-recommendation	Description	Cost
Recommendation 17.1. In conjunction with Community Services, CWUs should identify improvements to WellNet’s analytic and reporting capability	<ul style="list-style-type: none"> • As outlined previously, improvements to WellNet’s ability to identify, analyse and report data, as well as record service gaps, should all be top priorities. • CWUs should ensure that upgrades to the Community Services KiDS system also bring about improvements to WellNet capability. • For the FACS CWU, the WellNet system should also allow reporting and analysis to occur for both the entity as a whole, and for the three contributing agencies. 	Not cost-neutral
Recommendation 17.2. CWUs should coordinate with Community Services to clarify any enhancements to the communication between the Helpline and CWUs on Helpline screening	<ul style="list-style-type: none"> • CWUs should seek information and clarification from Community Services to understand the impact of the planned changes. 	Not cost-neutral
Recommendation 17.3. CWUs should continue to investigate methods for integrating WellNet with agency systems	<ul style="list-style-type: none"> • The links between the Police CWU and the NSW Police’s COPS database also provide an example of how WellNet’s reporting capabilities can be enhanced through better integration with agency’s own service systems. • The capacity for integration varies from agency to agency and would require technical appraisal, but it should be explored by all CWUs. 	Not cost-neutral

Table 33: Recommendations for enhancing WellNet’s capability and effectiveness



Appendix A Glossary

Child Wellbeing Units (CWUs)

CWUs were established in January 2010 in the four government agencies responsible for the largest number of child protection reports: NSW Health, NSW Police Force, Department of Education and Training, and Department of Human Services.

Trained staff in CWUs assist Mandatory Reporters within their agencies to use the Mandatory Reporter Guide and ensure that all concerns that reach the threshold of risk of significant harm are reported to the Child Protection Helpline.

Where concerns do not meet the new threshold, information about the child or young person will be entered into WellNet, the CWU database. CWU Assessment Officers help Mandatory Reporters to identify services available within their own agency, or in other organisations, which could support the family and aim to reduce risks and vulnerabilities.

Over time, CWUs will drive better alignment and coordination of agency service systems, to enable better responses to children and families in need of assistance. These arrangements are formalised under amendments to the *Children and Young Persons (Care and Protection) Act 1998*

Contacts

Contacts are in-bound communications with the CWU related to the safety, welfare and wellbeing concerns about a child or young person. Contacts are by phone call, email or facsimile. In the case of the Police CWU contacts are received electronically via the Police COPS database. Inbound communications (contacts) are entered in WellNet as an **event** where the contactor has a concern relating to the safety, welfare and wellbeing of a specific child, young person or unborn baby or a **non-event** activity where advice is provided not directly related to a specific child, young person or unborn baby concern (eg help on the Mandatory Reporter Guide, service referral advice). Contacts may also be related to providing or obtaining information, making a complaint or a legal request and these are also recorded as non-Event activities.

Cumulative Risk of Harm

Cumulative harm refers to a series of acts or omissions that, when viewed separately may not indicate significant risk, but when viewed together suggest a pattern of significant harm. The Mandatory Reporter Guide includes questions which assist in determining cumulative harm. Child Wellbeing Units have a key role in assessing cumulative harm using information recorded in WellNet, information from within their own agency and by seeking information under Chapter 16A.

CWUs will conduct a cumulative risk appraisal when indicators of possible cumulative risk of harm are identified. Indicators may include:

- when there are a number of CWU events relating to child protection or wellbeing concerns
- more than one mandatory reporter, in any number of CWUs, reporting similar concerns regarding the same child or young person



- a pattern of reported concern with increased frequency or severity of harm
- a combination of risk factors currently existing for the family or child(ren)/young person(s)

Mandatory Reporter

A mandatory reporter is defined in section 27 of the *Children and Young Persons (Care and Protection) Act 1998* and includes anybody who delivers the following services to children and young people as part of their paid or professional work:

- health care
- welfare
- education
- children's services
- residential services
- law enforcement.

A mandatory reporter also includes a person who holds a management position in an organisation the duties of which include direct responsibility for, or direct supervision of, the provision of the above services.

Mandatory Reporter Guide

The Mandatory Reporter Guide is a structured decision making tool that was developed to assist front-line Mandatory Reporters such as police officers, teachers, nurses, social workers, and NGO staff to determine whether a case meets suspected risk of significant harm for reporting children and young people at risk in NSW and what initial action the mandatory reporter should take.

Risk of Significant Harm (ROSH)

A child or young person is at a risk of significant harm if current concerns exist for the safety, welfare or wellbeing of the child or young person because of the presence to a significant extent of any one or more of a number of circumstances described in Section 23 of the *Children and Young Persons (Care and Protection) Act 1991*. Where a mandatory reporter suspects that a child or young person is at risk of significant harm they have a duty to report to the Child Protection Helpline. A mandatory reporter may have used the Mandatory Reporter Guide or their Child Wellbeing Unit (if relevant) to assess risk of significant harm.

WellNet

CWUs use a common IT database, WellNet, to share key information that identifies whether another agency is currently working with the child or family, or previously had concerns. Community Services as well as CWU agencies will also know whether a child or young person is known to either system. This facilitates information exchange and inter-agency cooperation.



16A Requests

Information exchange legislation covering this commenced on 30 October 2009. Chapter 16A in the Children and Young Persons (Care and Protection) Act 1998 aims to facilitate the provision and coordination of services to children and young people by authorising the exchange of information between agencies that have responsibilities relating to the safety, welfare or well-being of children and young people. While protecting the confidentiality of the information, the provisions do not require the consent of parents, carers, children or young people because the safety, welfare or wellbeing of a child or young person is paramount. However, it is best practice to inform families that their personal information may be or is being provided to other agencies/organisations.



Appendix B Data plan

Purpose and strategy (of implementation)
1. What has been the most significant CWU achievement in the last 12 months?
2. What have been the strengths and weaknesses of CWU implementation to date?
3. To what extent have the CWU's achieved their role(s)?
4. What performance indicators have been used to assess implementation to date?
5. What are the key areas of focus for the next 12 months? What are the longer term goals?
6. What should be done differently to ensure Keep Them Safe outcomes are achieved?
Service model
7. What are the current drivers and levels of demand for CWU services? And what data (eg WellNet records) exists to quantify the drivers and levels of demand?
8. What is the current service model for CWU services?
9. What is the current level of funding/ expenditure for each CWU? Is it appropriate?
10. Is the service model understood by CWU staff and Mandatory Reporters?
11. Is there a best practice employed by an Agency which others can benefit from?
12. Is there an effective balance between the need for Agency variation versus the need for consistency across KTS?
13. What are the projected drivers and levels of demand for CWU services?
14. Is the existing service model sustainable?
15. Could there be any changes to funding levels to better align with demand and CWU functions?
16. What changes are required to the service model?
Governance model
17. What is the impact of individual agency structures and service environments on the operation of the CWUs?
18. Are there any risks in the current model?
19. Do the CWU's engage effectively with risk and apply effective responses?
20. To what degree is the CWU integrated into each agency's model of child protection responses, broader agency operations and across other CWU agencies?
21. Is there a clear criteria for allocating funds to the CWUs?
22. What are the current governance arrangements?
23. Are there any planned agency changes that will impact the governance arrangements?
24. Could the oversight or allocation processes for funding be changed or improved?
25. Are any changes required to governance?
People



26. What are the current staffing levels? (Number of FTE, experience, classification, grading)
27. How effective is current training and communication (in person and materials?)
28. Are CWUs able to attract people with required skills and capabilities?
29. What are the current rates of staff turnover?
30. What are the expected future requirements for staff? (Number of FTE, experience,classification,grading,skills,training)
31. Do Mandatory Reporters need additional information and/or training on compliance with the Keep Them Safe shared approach, including child protection reporting requirements?
32. If additional guidance is required, what is required and how is it best communicated?
33. Is there a gap between current and future capacity requirements? If so, what needs to change?
Processes and procedures
34. Does each CWU have clearly documented business processes to support intended outcomes, including operational guidelines and CWU agency policies and procedures?
35. Does each CWU have clearly documented communication processes?
36. What are the future requirements for business and communication processes?
37. Will these processes need to change?
Organisational structure
38. What are the findings of the Community Services review of the Out-posted Caseworker service?
39. Are the roles and accountabilities of managers, staff and Mandatory Reporters clearly established and communicated (including decision making rights?)
40. What potential is there for implementing shared administrative arrangements between CWUs in relation to support services, staff recruitment, training and deployment, reporting and data management?
41. Would you make any changes to the current organisational structures including roles and accountabilities?
IT (Knowledge and Systems)
42. Is WellNet effectively supporting the role of the CWU?
43. Are the Agency IT systems effectively supporting the role of the CWU?
44. Volume of incoming contact records/events recorded on WellNet
45. % of multiple entries, cumulative assessments
46. % de-escalations, ROSH, ROH, Service referrals
47. % direct contacts from Agency Mandatory Reporters not assessed as ROSH
48. Can WellNet potentially be used to report on CWU business functions? If so what business functions can it be used to report on?
49. Do staff need further training in the use of WellNet?
50. What additional access or information is required via WellNet to meet future requirements?
51. To what extent are enhancements required to WellNet to meet current and future needs?



Appendix C CWU Staff survey methodology

The CWU Staff Survey was developed as part of the review of the NSW Child Wellbeing Units, and was designed to answer a number of the key review questions. The CWU Staff survey was open from Monday 2 May through to Sunday 9 May 2011. The link to the survey was distributed via email by each of CWU Directors along with a number of communications and reminders, including:

- Pre-launch communication, which advised CWU staff of the upcoming survey and asked them to put some time in their diaries
- Launch communication, which provided the survey web-link and instructions on how to complete the survey
- Survey reminder communication, which thanked them for their participation and reminded them of the upcoming closing date.

CWU Staff survey demographics

The following table provides the demographics (including role and tenure) for the respondents of the CWU Staff survey, broken down into each of the CWUs. The survey completion rate was 94%, with 73 out of 78 respondents completing the survey. Please note, the survey response rates have been calculated based on current staff numbers and does not include vacant FTE positions.

	NSW Police Force CWU		DEC CWU		FACS CWU		NSW Health CWU/s	
	N	%	N	%	N	%	N	%
Role								
Director/Manager/Leader	4	17%	5	25%	2	33%	5	19%
Assessment Officer	17	75%	15	75%	4	67%	13	50%
Area Coordinator	0	0%	0	0%	0	0%	6	23%
Administration	1	4%	0	0%	0	0%	2	8%
Missing	1	4%	0	0%	0	0%	0	0%
Tenure								
Less than 2 months	1	4%	3	15%	1	17%	1	4%
2 – 6 months	4	17%	3	15%	0	0%	3	12%
7 – 12 months	5	22%	3	15%	1	17%	4	15%
Greater than 12 months	13	57%	11	55%	4	67%	17	65%
Missing	0	0%	0	0%	0	17%	1	4%
Total	23 / 35 (66%)		20 / 22 (93%)		6 / 10 (60%)		26 / 28 (93%)	



CWU Staff survey questions

Demographics	
Q1. Which Child Wellbeing Unit (CWU) do you work at?	NSW Police Force CWU - Tuggerah
	NSW Department of Education and Communities CWU - Sydney
	NSW Department of Family and Community Services CWU - Lidcombe
	NSW Health CWU – Dubbo
	NSW Health CWU – Newcastle
	NSW Health CWU – Wollongong
Q2. What is your role?	Director / Manager / Team leader
	Assessment officer
	Area Coordinator
	Administration
	Other (please specify)
Q3. How long have you worked at the CWU?	Less than 2 months
	2 – 6 months
	7 – 12 months
	Greater than 12 months
Strengths and weaknesses of implementation	
Q4. There have been a number of areas of success in the implementation of the Child Wellbeing Units (CWU). Thinking of your own CWU, please indicate how successful the following areas of implementation have been, where 1 = very successful and 5 = not at all successful	Implementation and use of the Mandatory Reporter Guide (MRG)
	Governance structures of the CWU
	Leadership and direction of the CWU
	Inter-agency collaboration and information exchange
	Staffing and managing the CWUs
	Development of training and education
	Communication and information sharing across CWUs
	Establishment of the WellNet Database
	Promotion of cultural change
	Any additional comments?
Purpose and Strategy	
Q5. The following questions refer to the purpose and strategy of your Child Wellbeing Unit. Please indicate the extent	I am aware of the overall purpose / goal of my CWU
	My CWU is operating in a way which is aligned to our overall purpose
	I am aware of the key areas of focus for my CWU for the next 12 months



to which you agree or disagree with each of the following statements, where 1 = Strongly agree and 5 = Strongly disagree	I am aware of the key areas of focus for my CWU for the next 3 years
	I am aware of the overall purpose and strategy of all agency CWUs
	Any additional comments?
Service Model within the CWU	
Q6. The following questions refer to the service model operating within your Child Wellbeing Unit (i.e. how services are delivered). Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = Strongly agree and 5 = Strongly disagree	I am aware of the service model (i.e. how services are delivered) within my CWU
	The way we deliver services is aligned with our objectives
	The way we deliver services is sustainable into the future
	The flexibility of how we deliver services across the different CWUs will help to meet future demands
	Any additional comments?
Governance Model	
Q7. The following questions refer to the governance arrangements within your Child Wellbeing Unit. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = Strongly agree and 5 = Strongly disagree	I am aware of the current governance arrangements operating within my CWU
	There are risks with the current governance arrangements operating within my CWU
	The machinery of government changes will impact the future governance arrangements within my CWU
	The governance arrangements will need to change to meet the future needs of my CWU
	My CWU has been effectively integrated into our agency's model of child protection responses
	The CWU has been effectively integrated with the broader agency's operations
	Any additional comments?
People	
Q8. The following questions refer to the management, training and staffing of your CWU. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = Strongly agree and 5 = Strongly disagree	The roles and responsibilities of CWU staff in my CWU have been clearly established
	Staff within my CWU work in accordance with the current KTS shared approach
	I have been equipped with the required skills to perform my CWU role
	I receive ongoing training and professional development to assist me in performing my CWU role
	The roles and responsibilities of CWU staff have been clearly communicated
	The current level of experience of staff within my CWU will meet future demands
	The current staffing numbers within my CWU will meet future demands
	The current training and communication has equipped my CWU to meet future demands
	Any additional comments?
Processes and procedures	
Q9. The following questions	I have received training and / or education on the Mandatory Reporter Guide



refer to your Child Wellbeing Unit's processes and procedures. Answer yes, no or unsure	I have used the Mandatory Reporter Guide in my role (If no, please skip to Q11)
Q10. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = strongly agree and 5 = strongly disagree	The Mandatory Reporter Guide helped me to determine whether the concerns met the new suspected risk of significant harm threshold
	The Mandatory Reporter Guide was a useful tool for assisting me with decision-making
	The Mandatory Reporter Guide is an important resource for achieving the objectives under the Keeping Them Safe plan
Q11. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = strongly agree and 5 = strongly disagree	There are clearly documented processes and procedures which support the desired outcomes of my CWU
	The policies and procedures make it clear to me how I should carry out my role
	My CWU has a clearly documented communication plan for the agency
	My CWU's processes and procedures are reviewed and updated regularly
	The current policies and procedures will meet my CWU's future needs
	There are effective cross-agency policies and procedures in place
WellNet	
Q12. The following questions refer to the WellNet Database. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = Strongly agree and 5 = Strongly disagree	WellNet has become strongly embedded into my CWU's business practice
	WellNet has helped facilitate inter-agency information exchange
	I have received enough training to use WellNet to its full potential
	I am confident in using WellNet to perform my role
	WellNet will be able to meet the future requirements of my CWU
	My agency has successfully integrated its IT systems with WellNet
	Any additional comments?
Q13. In 25 words or less, please describe what improvements to WellNet are required to enable the database to better meet your CWU's current and future needs?	
Focus	
Q14. For the next 12 months, which of the following areas do you think should be the key focus for your Child Wellbeing Unit?	Use of the Mandatory Reporter Guide (MRG)
	Governance structures
	Leadership and direction
	Inter-agency collaboration and information exchange
	Management and staffing of the CWUs
	Delivery of training and education
	Communication and information sharing



	IT and WellNet Database enhancements
	Promotion of cultural change
	Other (please specify)
Q15. In 25 words, please describe what you think should be the one key area of focus for your CWU in the next 12 months.	



Appendix D Mandatory Reporters survey methodology

The Mandatory Reporter Survey was open from Monday 2 May to Thursday 12 May 2011 (with an extension granted to Department of Education and Communities and Department of Family and Community Services). The link was distributed to Mandatory Reporters via email, through a range of different channels across the different agencies.

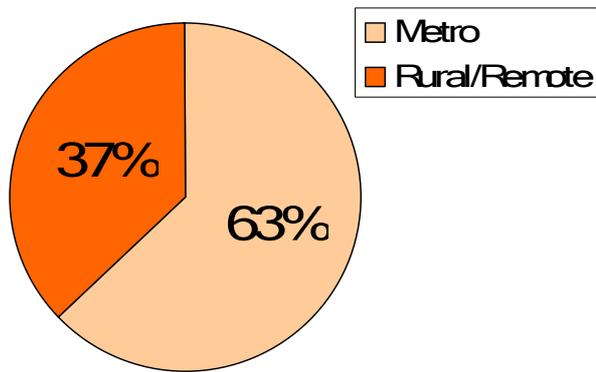
Mandatory Reporter survey demographics

The following table provides the demographics for the respondents of the Mandatory Reporter survey, broken down into their respective CWUs and professions. The survey completion rate was 88% with 2,537 out of 2,883 respondents completing the survey. Approximately 200 additional Mandatory Reporters completed the survey after the completion date (including the extension for Department of Family and Community Services and Department of Education and Communities). These additional responses were included in the thematic analysis of free text questions only.

	Mandatory Reporters	
	N	%
Profession		
Healthcare	1,088	36%
Welfare	386	13%
Education	699	24%
Residential services	87	3%
Law enforcement	428	15%
Other	211	7%
CWU / agency		
NSW Police Force CWU	274	10%
DEC CWU	706	25%
FACS CWU	583	21%
NSW Health CWU – Dubbo	295	10%
NSW Health CWU – Newcastle	175	6%
NSW Health CWU Wollongong	210	7%
<i>NSW Health (Total)</i>	680	23%
Unsure	590	21%
Total	23 / 35 (66%)	



Location of Mandatory Reporters





Mandatory Reporters survey questions

Demographics	
Q1. In which profession are you a Mandatory Reporter?	Health care (e.g. doctors, nurses and other health workers)
	Welfare (e.g. psychologists, social workers, youth workers)
	Education (e.g. principles)
	Children's services (e.g. child care workers, family day carers and home based carers)
	Residential services (e.g. refugee workers, community housing providers)
	Law enforcement (e.g. police)
	Other (please specify)
Q2. For which CWU are you a Mandatory Reporter	NSW Police Force CWU - Tuggerah
	NSW Department of Education and Communities CWU - Sydney
	NSW Department of Family and Community Services CWU (Ageing, Disability and Homecare, Juvenile Justice, Housing NSW) - Lidcombe
	NSW Health CWU - Dubbo
	NSW Health CWU – Newcastle
	NSW Health CWU - Wollongong
	Unsure
Q3. In which area do you work?	Metro
	Rural/remote
Purpose and Strategy	
Q4. The following questions refer to the purpose and strategy of the Child Wellbeing Units <i>Respond Yes, No or Unsure to each item</i>	The purpose of my Child Wellbeing Unit has been clearly communicated to me
	I am aware of the location of my Child Wellbeing Unit
	I know how to contact my Child Wellbeing Unit
	I understand when I should contact the Child Wellbeing Unit
	I am aware of the Mandatory Reporter Guide
	I have received training and / or education on the Mandatory Reporter Guide
	I have used the Mandatory Reporter Guide in my role (If no, please skip to Q6)
Processes and procedures	
Q5. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = strongly agree and 5 = strongly disagree	The Mandatory Reporter Guide helped me to determine whether my concerns met the new suspected risk of significant harm threshold
	The Mandatory Reporter Guide was a useful tool for assisting me with decision-making about at risk children
	The Mandatory Reporter Guide is an important resource for achieving the objectives under the Keeping Them Safe plan



Service Delivery	
Q6. The following questions refer to your interaction with the Child Wellbeing Units. Please answer yes, no or unsure	In my role I have contacted my Child Wellbeing Unit (If no, please skip to Q8)
Q7. The following questions refer to your interaction with the Child Wellbeing Units. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = strongly agree and 5 = strongly disagree	The Child Wellbeing Unit staff/officer helped identify the level of suspected risk to the child
	The Child Wellbeing Unit staff/officer helped identify potential responses to assist the child or family
	The Child Wellbeing Unit staff/officer provided me with effective advice or referral regarding service pathways for the child and/or family
Service Model	
Q8. The following questions refer to the service delivered within the Child Wellbeing Unit. Please answer yes, no or unsure	I am aware of the current services are delivered by my CWU
	There is consistency in the advice provided by my CWU and the Child protection helpline
	There are risks with the way services are delivered by my CWU
	I can gain the relevant information (e.g. advice, referrals, thresholds, feedback) on concerns I have raised to my CWU
	The way services are delivered by my CWU will need to change to meet future demands
Governance	
Q9. The following questions refer to the governance arrangements of the Child Wellbeing Unit. Please answer yes, no or unsure	I am aware of the current governance arrangements of the CWU
	There are risks with the current governance arrangements of the CWU
	The governance arrangements of the CWU will need to change to meet future demands
People	
Q10. The following questions refer to skills and training you have received in relation to the Child Wellbeing Units. Please indicate the extent to which you agree or disagree with each of the following statements, where 1 = strongly agree and 5 = strongly disagree	I have been equipped with the required skills to perform my Mandatory Reporter role
	I receive adequate training and professional development to assist me in performing my Mandatory Reporter role
	I receive ongoing communication and information about the Child Wellbeing Units
Q11. In 25 words or less, please describe any additional knowledge or skills you require to enable you to fulfil the role of mandatory reporter	
Q12. In 25 words or less, please describe what you think the key area of focus for CWUs in the next 12 months	



Appendix E Interviews with key stakeholders

Stakeholder	Attendees
NSW Department of Human Services	<ul style="list-style-type: none"> • Catherine Stuart, Director Client Service Operations, Housing NSW • Alix Goodwin, Director, Prevention and Pathways, Ageing, Disability and Home Care • Judy Harwood, Director, Inclusive Communities, Ageing, Disability and Home Care • Megan Wilson, Executive Director, Office of the Chief Executive, Juvenile Justice • Valda Ruisis, Deputy Chief Executive Operations, Juvenile Justice • Suellen Lembke, Director of Programs, Juvenile Justice • Rachel Ardler, Director Programs/ Liz Davis, Project Officer, Aboriginal Affairs • Maggie Smyth, Director Child Wellbeing Unit, Juvenile Justice
NSW Department of Health	<ul style="list-style-type: none"> • Richard Matthews, DDG, Strategic Development • Cathrine Lynch, Director, Primary Health and Community Partnerships
NSW Department of Education and Communities	<ul style="list-style-type: none"> • David Mackie, Student Welfare • Michael Waterhouse, Director Legal Services • Deonne Smith, General Manager of Access and Equity (Chair of the Departments Child Protection Steering Committee)
NSW Police Force	<ul style="list-style-type: none"> • Detective Superintendent John Kerlatec
NSW Community Services	<ul style="list-style-type: none"> • Linda Mallett, Divisional Director of Policy and Planning
	<ul style="list-style-type: none"> • Jody Grima, Director Helpline
	<ul style="list-style-type: none"> • Helen Freeland, Deputy Chief Executive • Morag MacSween, Director Investigations & Review • Anne Campbell
NSW Ombudsman Office	<ul style="list-style-type: none"> • Steven Kinmond, Deputy Ombudsman • Elizabeth West - Director Systematic Projects
USA expert	<ul style="list-style-type: none"> • Dr Raelene Freitag, Director, Children's Research Center
Child Wellbeing Unit Directors	<ul style="list-style-type: none"> • Anna Morris, Department of Education and Communities • Gary Groves, NSW Police Force • Maggie Smyth, Department of Family and Community Services • Rosemary Fitzgerald, NSW Department of Health

Appendix F Recommendations – Effectiveness and Efficiency

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Efficiency	Effectiveness
Purpose and strategy Inter-agency collaboration and strategic focus	1	CWUs should continue to strengthen how they work together across agencies through an increased focus on collaboration of staff and inter-agency programs.	1.1. The CWUs should expand existing cross-agency collaboration strategies, including secondments, cross-agency days and training. 1.2. The Directors' Forum should continue to develop inter-agency practices and look towards broader implementation.		✓ ✓
	2	Consistent with the next phase of development of the CWUs, the Directors' Forum should become more strategically focused.	2.1. The CWUs should change the terms of reference and operations of the Directors' Forum to promote a strategic focus. 2.2. The Directors' Forum should develop common KPIs linked to a joint strategic plan and establish timeframes for reporting against the KPIs. 2.3. The Directors' Forum should develop a joint strategic plan that is aligned to the objectives of Keep Them Safe.	✓ ✓	✓ ✓ ✓
Service models Standardisation and best practice	3	CWUs are well-placed to identify service gaps and should play an important role in contributing to the systematic capturing of service information.	3.1. CWUs and Community Services should explore technical aspects of WellNet which could support the identification of service gaps and capturing of service information. 3.2. The Directors' Forum should determine how CWUs can identify service gaps and work with the broader Keep Them Safe system to develop a plan to meet those gaps. This should be a high priority in the strategic plan.		✓ ✓
	4.	CWUs should maintain the current service models to support a shared responsibility for children and young people's wellbeing, with an increased focus on sharing best practice to improve efficiency and effectiveness.	4.1. Current service models across the CWUs should be maintained. 4.2. The Directors' Forum should explore opportunities to share and develop best practice such as increased use of the HSNet CWU Forum Page.	✓	✓ ✓

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Efficiency	Effectiveness
	5.	CWUs should investigate strategies which address the responses collected in the Mandatory Reporter Survey about the provision of more consistent and timely feedback to Mandatory Reporters regarding the outcomes of specific contacts with the CWU.	5.1. The Directors' Forum should determine how the CWU service models can incorporate the provision of more consistent and timely feedback to Mandatory Reporters regarding the outcomes of specific contacts with the CWU. 5.2. The Director's forum should identify key principles to inform how CWUs provide feedback to mandatory reporters relevant to their roles and responsibilities. 5.3. The Directors' Forum should work with the Child Protection Helpline to investigate the findings of the Mandatory Reporter survey regarding consistency of advice.	✓	✓
	6.	Department of Premier and Cabinet should re-examine the relationship between CWU funding and demand, and monitor over the next 3-6 months to allow for resources to be directed to areas of greatest need.	6.1. The CWU Directors' Forum should lead an activity project for CWU Assessment Officers to capture time on Events, Non Events and Other over a three month period. This will provide a benchmark to assist decision making on staffing levels and allocation of funds. 6.2. The Department of Premier and Cabinet, in conjunction with the Directors' Forum, should finalise an assessment of the most appropriate distribution of funding to align CWU effort across the three roles to support the achievement of Keep Them Safe outcomes.	✓	✓
Governance model Clarity and machinery of	7.	The Department of Premier and Cabinet should clarify the governance arrangements between the Senior Officers Group and the Directors' Forum.	7.1. The terms of reference for both the Senior Officers Group and the Directors' Forum should be updated and should reflect the key interrelationships between the two groups. 7.2. The Department of Premier and Cabinet should continue to play the oversighting role for the CWUs for the next 12 – 18 months.	✓	✓

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Efficiency	Effectiveness
government changes	8.	The Department of Premier and Cabinet should ensure that the machinery of government changes that impact on CWUs are implemented as a priority.	8.1. For NSW Health, clarify the location of the CWUs in relation to the reporting arrangements and the relocation of Area Coordinators to the Local Health Districts.		✓
			8.2. For FACS, finalise a service level agreement with Attorney General's and Justice (for Juvenile Justice).		✓
			8.3. For DEC and FACS, determine which CWU Aboriginal Affairs will use and establish a service level agreement, if required.		✓
			8.4. For the Department of Education and Communities, clarify how the CWU will service early childhood, education care sector and Office of Communities staff.		✓
People Stability, training and development	9.	To attract and retain high quality staff, CWUs should aim to provide staff with more stability and opportunities for career development.	9.1. CWUs should continue to encourage development and growth of CWU staff through expansion of cross-agency secondments, sharing of best practice and other strategies for retaining high quality staff.	✓	✓
			9.2. Following determination of staffing levels under Recommendation 6, Department of Premier and Cabinet should facilitate discussions with NSW Treasury regarding advice to agencies to enable permanent filling of positions where possible.		✓
	10.	CWUs should develop and deliver consistent and ongoing training and development opportunities for CWU staff across agencies.	10.1. The Directors' Forum should implement a train-the-trainer approach to CWU staff training and development, which includes inter-agency, case study and scenario based training. 10.2. The Directors' Forum should establish a centre of excellence to centrally manage education and training and better maintain knowledge and skills across CWUs.	✓	✓
11.	CWUs should provide more staff consistency across CWUs including classification and levels.	11.1. NSW Police should re-evaluate the Assessment Officer levels, based on their current roles, responsibilities and skills.		✓	
		11.2. The future of 10 temporary Police CWU positions should be urgently resolved with ongoing funding.		✓	

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Efficiency	Effectiveness
	12.	CWUs should continue to invest in the ongoing education, encouragement and support of Mandatory Reporters.	<p>12.1. CWU agencies should use existing and new communication channels to provide Mandatory Reporters with information on any clinical and governance changes, changes to legislation or ROSH thresholds.</p> <p>12.2. CWU agencies should identify strategies for disseminating information on the CWUs (including the roles and services provided by CWUs, as well as how and when to contact the CWUs) to enhance awareness and understanding amongst Mandatory Reporters.</p> <p>12.3. CWU agencies should coordinate with Community Services to promote and enhance the uptake of ongoing Mandatory Reporter Guide training for Mandatory Reporters, particularly for new Mandatory Reporters.</p>	✓	✓
	13.	CWUs should prepare internally and collectively for Directors' successions and focus on the development of new and acting Directors.	<p>13.1. Internally, each CWU should identify and prepare potential successors.</p> <p>13.2. Across the agencies, CWUs should develop mentoring arrangements for any new Directors.</p>	✓	✓
Processes and procedures Consistency	14.	CWUs should review existing policies and procedures (i.e. communication strategies, operating procedures and guidelines) to increase consistency and appropriateness across agencies.	<p>14.1. Each agency should refresh their communication strategy to pick up on the key messages of the review.</p> <p>14.2. The Directors' Forum should review the cross-agency CWU operating guidelines at regular intervals and incorporate the best practice elements from the individual CWU operating procedures and guidelines.</p>	✓	✓

Organisational review area	#	Opportunity / Recommendation	Sub-recommendation	Efficiency	Effectiveness
Organisational structure Centres of excellence and info-exchange	15.	The Director's Forum should establish centres of excellence in the areas of training and development of CWU staff, systematic service identification and planning and performance reporting.	15.1. NSW Health CWU should become the centre of excellence for training and development of CWU staff. 15.2. NSW Police CWU should become the centre of excellence for KPIs and performance reporting. 15.3. The Director's Forum should also investigate the establishment of a centre of excellence for systematic service identification and other CWU functions such as recruitment and induction.	✓ ✓ ✓	
	16.	Information exchange should be supported through a permanent Information Exchange Change Team service.	16.1. The Information Exchange Change Team service should be maintained at least at the current level of resourcing (four staff). 16.2. The Information Exchange Change Team should be appropriately resourced as part of the core funding for CWUs.	✓	✓ ✓
IT (Knowledge and systems) WellNet	17.	CWUs are well-placed to identify and investigate improvements to WellNet's analytic and reporting capability and should explore opportunities for integrating it with agency systems.	17.1. In conjunction with Community Services, CWUs should identify improvements to WellNet's analytic and reporting capability. 17.2. CWUs should coordinate with Community Services to clarify any enhancements to the communication between the Helpline and CWUs on Helpline screening. 17.3. CWUs should continue to investigate methods for integrating WellNet with agency systems.	✓ ✓ ✓	✓ ✓ ✓

Appendix G CWU Workshop priorities

CWU	Role 1	Role 2 and 3	Role 3
	<p>Advise, support and educate Mandatory Reporters to help them determine whether a child or young person is subject to suspected ROSH, and to ensure that these matters are reported to the Community Services' Child Protection Helpline (Mandatory Reporters will continue to make reports of both suspected significant and imminent significant harm directly to the Helpline)</p>	<p>In other cases, identify potential responses by the agency or other services to assist the child or family and, over time and drive better</p>	<p>Alignment and coordination of agency service systems</p>
FACS	<p>What</p> <ul style="list-style-type: none"> • Greater awareness and use of CWU / Mandatory Reporter Guide/ Mandatory Reporters responsibilities by agencies (1 dot) • Strategic planning regarding targeting frontline staff in training / resources for staff etc (4 dots) • Better understandings of what issues are in agencies/ agency Keep Them Safe training needs. Where and what are the gaps / issues and how to address – what to target • Enhancements made to WellINET – WellINET operates in a way that assists the CWU (i.e. interfaces with Community Services protection information and data) (5 dots) • Better information exchange 	<p>What</p> <ul style="list-style-type: none"> • Services are available to address / fill 'service gaps' (5 dots) • Transitions completed from 'pilots to established and stable services' (3 dots) • Unallocated cases (Community Services) there is an established system in place to deal with across Community Services (5 dots) • Mandatory Reporter Guide is refined and aligned with Community Services - HL (SDMs) (1 dot) • Better understanding of Mandatory Reporter Guide amongst Mandatory Reporters(1 dot) 	
	<p>Why</p> <ul style="list-style-type: none"> • Frontline training and resources (Links with induction) - This needs to be specific to role and agency needs and issues as determined by research and consultation with agencies (1 dot) • Mandatory Reporters can identify ROH / ROSH and act appropriately • CWUs are able to see the child protection history - Need more 	<p>Why</p> <ul style="list-style-type: none"> • Promotion – clearly established and documented communication and promotion plan / approach • Clearly established process and system for identifying, documenting and prioritising services. • Direct referral / established processes to Community Services to make sure that cases are allocated 	

CWU	Role 1	Role 2 and 3	Role 3
	<p>information which will help the CWUs to make informed choice</p> <p>How</p> <ul style="list-style-type: none"> Higher contact rate and the right contacts Better informed 	<p>How</p> <ul style="list-style-type: none"> Better outcomes for children and families Shared responsibility for CP issues and is embedded in practice 	
DEC	<p>What</p> <ul style="list-style-type: none"> Mandatory Reporters have a better understanding of Mandatory Reporter Guide outcomes and what actions need and don't need to be taken (i.e. document and continue do not need to be on Wellnet) <p>Why</p> <ul style="list-style-type: none"> Assessment Officers provide Mandatory Reporters with face to face training including: <ul style="list-style-type: none"> Case studies Importance of 'impact on child' Further Mandatory Reporter Guide training <p>How</p> <ul style="list-style-type: none"> More willingness to engage with services 	<p>What</p> <ul style="list-style-type: none"> Database extended internally for appropriate services (including a service map) and increased number of services. Co-locate NGOs with schools and the delivery of services within the school environment Identifying service gaps in rural areas internally and externally for target risk groups 	<p>What</p> <ul style="list-style-type: none"> Specified role for inducting new staff
NSW Police Force	<p>What</p> <p>Session 1</p> <ul style="list-style-type: none"> Educate Police Officers on the correct use of Mandatory Reporter Guide (4 dots) To recognise IROSH / ROSH reports that should go through to CP Helpline Give police more confidence in making decisions based on their professional judgement and child dynamics 	<p>What</p> <p>Session 1</p> <ul style="list-style-type: none"> Consent is no longer a stumbling block for referrals (3 dots) NGOs and CWUs have sufficient funding (and funding agreements) for most appropriate referrals and assessment (3 dots) 	<p>What</p> <ul style="list-style-type: none"> WellNET: <ul style="list-style-type: none"> Access to other CWU events (3 dots) Consistency in recording (2 dots) Timeframes for assessment Better alignment with Community Services (3 dots)

CWU	Role 1	Role 2 and 3	Role 3
	<ul style="list-style-type: none"> • CWUs are equipped with a certain skill set (education, experiences and knowledge) to be experts and be able to advise Mandatory Reporters effectively (5 dots) <p>Session 2</p> <ul style="list-style-type: none"> • Mandatory training and education package / unit regarding CWU + CP + Mandatory Reporter (9 dots) • Only receiving non ROSH events (correct application of Mandatory Reporter Guide tool) (4 dots) • More contact and engagement and consultation between CWU and police 	<ul style="list-style-type: none"> • There is no service gap for families who have a history of complex issues but do not meet ROSH (2 dots) • NGOs provide CWUs with engagement feedback (1 dot) <p>Session 2</p> <ul style="list-style-type: none"> • Increased access for vulnerable families to access services (2 dots) • Building relationships between police and NGOs - referrals • Inter-agency collaboration between CWUs (5 dots) 	<ul style="list-style-type: none"> • Explanation of de-escalation and decision making • Feedback letters <p>Session 2</p> <ul style="list-style-type: none"> • One service model (and do it our way) (9 dots) • Other agencies Mandatory Reporters being mandated to use their own CWUs • Services that take our referral (4 dots)
	<p>Why</p> <p>Session 1</p> <ul style="list-style-type: none"> • Reported to Child Protection Helpline instead of being directly disseminated to CWU for assessment. This will allow ROSH and IROSH reports to be assessed by Child Protection Helpline in a timely manner <p>Session 2</p> <ul style="list-style-type: none"> • Improve safety, wellbeing and protection of children through prompt assessment through assessment and communication 	<p>Why</p> <p>Session 1</p> <ul style="list-style-type: none"> • Families receive most appropriate service and support (ie. Community Services or referral) • Families in the Child Protection system are reduced and change within families and their issues occur <p>Session 2</p> <ul style="list-style-type: none"> • More successful EI (increased awareness in the community) • Timely referrals • CWUs allow for accessible support when ready • NGOs are more likely to accept referrals (feedback, timely info etc) • Improved information exchange 	<p>Why</p> <ul style="list-style-type: none"> • Service provision and interventions • Coordinating appropriate support options • Transparency and accountability (highlight gaps in ROSH) <p>Session 2</p> <ul style="list-style-type: none"> • Save money and increase resources • Have all professions and resources in one location. (2 dots)

CWU	Role 1	Role 2 and 3	Role 3
	<p>How</p> <p>Session 1</p> <ul style="list-style-type: none"> • Child protection training at Police Academy including correct use of Mandatory Reporter Guide • More secondments – staff development for Police in CWUs • Training for sergeants (when verifying events and use of Mandatory Reporter Guide) • CWU roadshow – CWU Assessment Officers to attend LACS and educate <p>Session 2</p> <ul style="list-style-type: none"> • Funding – for more staff, for more training and education - of Mandatory Reporters in Child Protection, how to use Mandatory Reporter Guide, allocated Assessment Officer to educate and advise police on correctly use the Mandatory Reporter Guide (3 dots) 	<p>How</p> <p>Session 1</p> <ul style="list-style-type: none"> • Funding for NGOs and CWUs is increased and redistributed allowing for the most comprehensive assessments and complex support • NGOs and CWUs receive appropriate training <p>Session 2</p> <ul style="list-style-type: none"> • CWUs make increased referrals on behalf of police • Better relationships with NGOs • Continued education and promotion of CWU • Visible presence with NGOs – e.g. visiting meeting • Feedback from NGOs • Regular inter-agency meetings, consistent practice and info sharing and documentation (1 dot) 	<p>How</p> <p>Session 1</p> <ul style="list-style-type: none"> • 16a legislation • CWUs have a standard by when cases should be closed and new events stated Standard Operating Procedures) • Community Services change their process to better equip and assist high risk families. <p>Session 2</p> <ul style="list-style-type: none"> • One CWU with all agencies • CWUs all do referrals for Mandatory Reporters • Visit services and build relationships • Inter-agency meetings – services and CWUs • Re-advertise jobs, retrain / restructure (Standard Operating Procedures , WellNet) • More funding – with agreements
Health	<p>What</p> <p>Session 1</p> <ul style="list-style-type: none"> • Improve our ability to communicate with each other • Increase the confidence of our non-ROSH advice to Mandatory Reporters • Sustainable education to Mandatory Reporters and Assessment Officers • Improved alignment between Mandatory Reporter Guide and 	<p>What</p> <p>Session 1</p> <ul style="list-style-type: none"> • Mandatory Reporter Guide promotion • Increased partnerships – Aboriginal Services (2 dots) <p>Session 2</p> <p>Session 3</p>	<p>What</p> <p>Session 1</p> <ul style="list-style-type: none"> • More consistent responses to referrals from other agencies and reducing blockages to entry (2 dots) • Increased understanding and consistency of information exchange (within health and cross agency) (1 dot)

CWU	Role 1	Role 2 and 3	Role 3
	<p>SDM</p> <p>Session 2</p> <ul style="list-style-type: none"> Cultural change with Health Staff (Mandatory Reporters case coordination) who need to expand their thinking, responsibility and accountability (2 dots) ROSH versus ROH (HNE and NthC) <p>Session 3</p>		<ul style="list-style-type: none"> Increased understanding of role in relation to child wellbeing and child protection (2 dots) <p>Session 2</p> <p>Session 3</p>
	<p>Why</p> <p>Session 1</p> <ul style="list-style-type: none"> Hard to communicate changes to Mandatory Reporter Guide, e.g. 16A because not taken up Director General's office and otherwise difficult to communicate through LHNs Newsletter coverage is very difficult given the division into Local Health Networks; the two structures make engagement difficult Not all Health staff can access IT; trying to send out a message across all of NSW Health to advise of opening hours was all but impossible. Had to go through Director General's office via every Local Health Network which interpreted message differently <p>Session 2</p> <ul style="list-style-type: none"> Mandatory Reporter's not confident Lack of understanding regarding risk versus significant risk <p>Session 3</p>	<p>Why</p> <p>Session 1</p> <ul style="list-style-type: none"> Not being used Indigenous health services decrease in contacts and reports <p>Session 2</p> <p>Session 3</p>	<p>Why</p> <p>Session 1</p> <ul style="list-style-type: none"> To improve children and family access to services (no matter where they live or who is making the referral) Know when and what information can be shared amongst health services and other agencies to permit better assessment and decision making To ensure services are provided at the earliest opportunity rather than at crisis point (1 dot) <p>Session 2</p> <p>Session 3</p>
	<p>How</p> <p>Session 1</p> <p>Session 2</p> <ul style="list-style-type: none"> Education programs regarding case co-ordinators Build clinical skills 	<p>How</p> <p>Session 1</p> <p>Session 2</p> <ul style="list-style-type: none"> Online Mandatory Reporter training (see Sydney SW online CP Training) 	<p>How</p> <p>Session 1</p> <p>Session 2</p> <ul style="list-style-type: none"> Education and training is ongoing which is supported by management.

CWU	Role 1	Role 2 and 3	Role 3
	<ul style="list-style-type: none"> • Need more in depth training • Education regarding what CWU does with information and who accesses it • CWU promotion at all levels i.e. CEO's • Child protection – educators specific to child protection – North Coast, Mid North Coast • Executive Support to health staff to ensure staff can access programs (1 dot) 	<ul style="list-style-type: none"> • Prompt on phone prior to call • Indigenous CWU staff – being present to provide face to face training <p>Session 3</p>	<p>Very practice-orientated with rationales provided (1 dot)</p> <ul style="list-style-type: none"> • Continuing feedback and communication with specific examples to highlight processes/policy • Continued reinforcement of good <p>Session 3</p>