

# Appendix C:

## Review scope and method

### Scope of this review

**Who we examined**

We examined the following agency:

Agency	Its key responsibilities
Department of Families, Fairness and Housing (the department)	The department offers programs to help Victorians create safe and caring homes and communities for all families and children. This includes responsibility for family violence prevention and response.

**Our review objective**

To determine if the department has implemented the action plan it developed in response to the 9 recommendations of the 2020 audit *Managing Support and Safety Hubs*.

**What we examined**

In our 2020 audit *Managing Support and Safety Hubs*, we looked at whether hubs provide effective and efficient support for families and those affected by family violence. Family Safety Victoria opened the first 5 hubs in 2018. These were the focus of our audit.

We found that hubs were not meeting their full potential to help people because their service coordination was not yet consistently effective or efficient.

In our audit report, we made 9 recommendations to the department. The recommendations centred on improving the hubs' performance, including more detailed planning, additional guidance and training, a stronger focus on children and better performance monitoring. The report noted that the department planned to develop the model for the hubs over time, as hub partners and stakeholders learned from their experience of operating hubs and supporting clients.

The department accepted all 9 recommendations. It provided an action plan detailing how it would address them. These actions were the criteria for our review.

**Why we conducted this review**

Successful implementation of The Orange Door, as a single point of access and immediate multi-disciplinary response to family violence, is a foundational element of the government's family violence reforms.

Since the 2020 audit The Orange Door has fully rolled out. Use of The Orange Door is increasing.

It is reasonable to expect that the department has addressed the weaknesses identified in the 2020 audit and has progressed towards the vision for The Orange Door as articulated in the original Royal Commission into Family Violence recommendation.

### Conducting this review

**Assessing performance**

The criteria for this review are the actions in the department's action plan. We assessed the department's implementation progress against each action in its plan, outlined below.

**In 2020, we recommended that the department:**

**In response to our recommendations, the department provided an action plan that stated:**

<p>1. completes detailed plans outlining how it will open remaining hubs and transition them from the foundational to the full model of operations. These plans should:</p> <ul style="list-style-type: none"> <li>• map the interdependencies between all hub-related projects and sequence them</li> <li>• set realistic milestones for completion of each project</li> <li>• include detail on how it will complete projects</li> <li>• establish and apply criteria for prioritising projects for delivery</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will revise its project plans to provide more detail about how The Orange Door will open in the remaining areas, including confirming project prioritisation processes, setting realistic milestones and relating these to critical interdependencies and resource requirements to ensure completion of projects (due December 2020).</p> <p>Family Safety Victoria will develop a detailed plan outlining the transition from foundational service model to the full service model as outlined in the <i>Support and Safety Hub Statewide Concept</i> (due December 2021).</p>
<p>2. improves statewide consistency of hub operations and practice by:</p> <ul style="list-style-type: none"> <li>• refining and finalising the integrated practice framework so that it includes the practical detail needed to support practitioners on how to implement it</li> <li>• developing and communicating minimum standards for providing coordinated services to clients including how and when practitioners should share information, and assessing hubs' compliance with these</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will update the current Integrated Practice Framework, including clear guidance on minimum expectations to support coordinated service delivery. This framework will include a suite of practice guidance to support service delivery, completed in collaboration with the sector (due December 2021).</p> <p>Family Safety Victoria will work with the sector to coordinate the implementation of the Integrated Practice Framework ensuring it is aligned with MARAM and information sharing legislation (due December 2021).</p>
<p>3. drawing on the experiences of the open hubs, works with hub partners to develop and run comprehensive training on coordinating service responses for clients, supplemented by other activities, such as supervision, to further develop this capability</p>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will work with the sector to develop and deliver practice development support and training activities which will be informed by positive examples of integrated practice (due December 2020).</p>
<p>4. works with local Aboriginal services and community representatives to roll out mandatory cultural safety training that is specific to hub functions and operations, for all hub staff</p>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will work with Aboriginal Services and Aboriginal advisory groups to support the delivery of cultural safety training and development opportunities for the staff at The Orange Door (due December 2020).</p>
<p>5. works with hubs to strengthen their support for children, including:</p> <ul style="list-style-type: none"> <li>• increasing the focus on children experiencing wellbeing issues, including developing a single tool for use across all hubs that ensures hubs consistently assess and document child wellbeing risk whether in a family violence or other context, and is aligned with the Best Interests Case Practice Model</li> <li>• integrating the knowledge, advice and support of community-based child protection into child-related assessments and decisions in hubs</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will work with the department to deliver a consistent approach to child wellbeing risk assessments, aligned with the Best Interests Case Practice Model, currently being reviewed. The approach will be developed in consultation with the sector (due June 2021).</p> <p>Family Safety Victoria will update guidance on the role of community-based Child Protection and ensure this is embedded into Orange Door child-related assessments and decisions (due September 2020).</p>
<p>6. improves monitoring and reporting on demand in hubs by:</p> <ul style="list-style-type: none"> <li>• setting measures and targets for service backlog and timeliness, and including performance against these in regular service delivery reports</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will improve its active monitoring and reporting on demand in The Orange Door including setting measures for service timeliness and backlog (due December 2020).</p> <p>Family Safety Victoria will update the Demand Management Plan for The Orange Door reflecting strategies and initiatives</p>

In 2020, we recommended that the department:	In response to our recommendations, the department provided an action plan that stated:
<ul style="list-style-type: none"> <li>updating the client relationship management system so that it can track when clients are awaiting a response because of capacity issues at external services</li> </ul>	<p>we have introduced to manage demand and will include measures and targets for service timeliness and backlog (due December 2020).</p> <p>Family Safety Victoria will develop and implement a Statewide Demand Management Framework to provide a better understanding of service system capacity and demand (due June 2021).</p> <p>Family Safety Victoria will update the Client Relationship Management system to provide information so that it can clearly identify when clients are awaiting a response from external services (due June 2021).</p>
<p>7. finalises a performance monitoring framework for hubs that includes:</p> <ul style="list-style-type: none"> <li>indicators, measures and targets for the quality, timeliness and outcomes of services in hubs</li> <li>mechanisms to capture and aggregate information about pathways for clients who the hub refers to external services and outcomes for hub clients</li> <li>a definition of coordinated and integrated practice and methods to measure it</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will finalise a more comprehensive Performance Monitoring Framework for The Orange Door partnership, with robust metrics developed in partnership with the sector. This will align with outcomes measurement and reporting requirements across government (due June 2021).</p>
<p>8. improves the client relationship management system to allow collection of data on the quality, timeliness and outcomes of hub performance</p>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria will improve the Client Relationship Management system to provide high-quality regular data on performance including quality, timeliness and outcomes related data (due June 2022).</p>
<p>9. clarifies and formalises governance arrangements so that it is clear how:</p> <ul style="list-style-type: none"> <li>the department oversees Family Safety Victoria's performance in delivering and supporting the hubs, including risks associated with the hubs reform</li> <li>Family Safety Victoria holds itself to account for the hubs reform, including the management of the reform's risks and performance</li> <li>local hub governance bodies escalate risks and issues to the statewide level.</li> </ul>	<p>Family Safety Victoria accepts this recommendation.</p> <p>Family Safety Victoria have established an internal Quality, Risk and Audit Committee to monitor and improve our performance that reports through to the department. With its oversight, Family Safety Victoria will communicate the process for managing risk including how to escalate area-level operational risks and issues (due September 2020).</p> <p>Family Safety Victoria will work with the department to clarify and formalise clear governance arrangements in relation to the performance of the Hubs (due September 2020).</p>

## Our methods

As part of the review we:

- reviewed documents
- interviewed representatives from the department responsible for The Orange Door
- observed demonstrations of the client relationship management system, primarily in a test environment.

### Level of assurance

In an assurance review, we primarily rely on the agency's representations and internally generated information to form our conclusions. By contrast, in a performance audit, we typically gather evidence from an array of internal and external sources, which we analyse and substantiate using various methods. Therefore, an assurance review obtains a lower level of assurance than a performance audit (meaning we have slightly less confidence in the accuracy of our conclusion).

#### Compliance

We conducted our review in accordance with the *Audit Act 1994* and ASAE 3500 *Performance Engagements* to obtain limited assurance to provide a basis for our conclusion.

We complied with the independence and other relevant ethical requirements related to assurance engagements.

We also provided a copy of the report to the Department of Premier and Cabinet and the Department of Treasury and Finance.

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#### Cost and time

The full cost of the review and preparation of this report was \$375,000.

The duration of the review was 7 months from initiation to tabling.

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