

STANDARD TEXT FOR Your Agency's TENDER OUTLINES

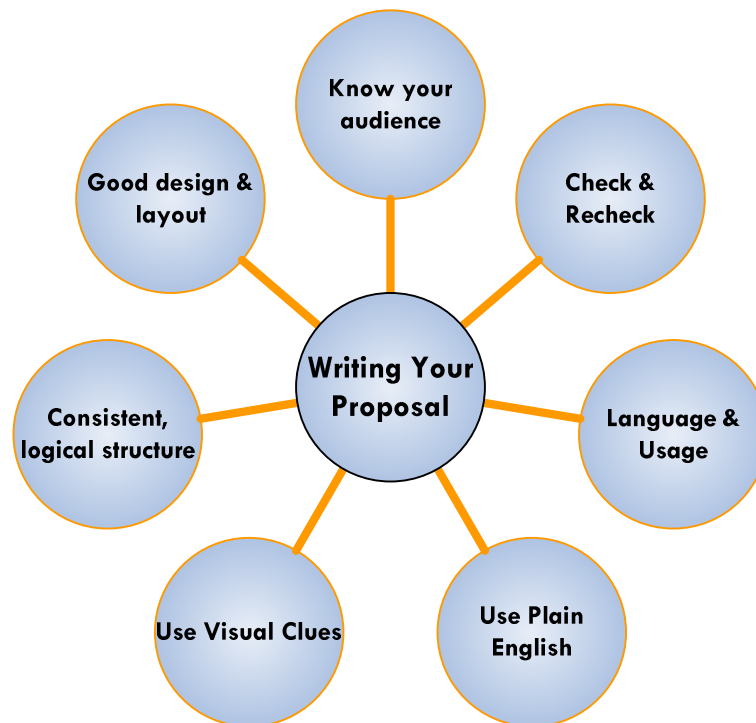
How to use this tool

- A. Read the [REDACTED] Tender Writing Guide
- B. Read and analyse the Request for Proposal/Tender (RFP) (pg. 3, [REDACTED] [REDACTED] Tender Writing Guide)
- C. Prepare a Proposal Outline (pg. 4, [REDACTED] Tender Writing Guide)
- D. View this document in 'Final Showing Markup' mode (in MS Word, go to the 'View' menu and then click 'Markup')
- E. Cut and paste the appropriate standard paragraphs below into the most relevant section of your Proposal Outline, to create the shell of your response.
- F. Edit and add to these standard paragraphs to provide a response to the specific requirements in the RFP Selection Criteria.
- G. Localise the text highlighted in grey to the specific RFP requirements. Use the **Comments** in the right margin to guide your editing process.

**Do not submit your proposal without adapting this
text to the specific requirements in the RFP**

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1. Description of the organisation

([REDACTED]) is the leading not-for-profit agency providing family and community services across regional, rural, and remote [your geography].

Covering the [REDACTED], [REDACTED] and [REDACTED] regions, we provide services across some 92% of the State and with a total value of over \$5 million annually.

Established in [REDACTED] in [REDACTED] in response to a lack of quality human services in rural and remote [REDACTED], [REDACTED] has become a leader in the provision of services to individuals, families and communities in non-metropolitan areas of the State.

[REDACTED]'s statement of purpose is "to uphold the dignity of each person and to increase the wellbeing of people in their local communities through the development of professional social services".

With a three-region structure ([REDACTED], [REDACTED] and [REDACTED]) and offices in [REDACTED], [REDACTED], [REDACTED] and [REDACTED], [REDACTED] also delivers services from permanent bases in the [REDACTED] Telecentre (located in [REDACTED]) and a Community House Drop-In Centre in [REDACTED]. We have been providing visiting services to [REDACTED] and its outlying centres for over 8 years and to [REDACTED] and [REDACTED] in the far west of the State for over 7 years. We also provide outreach services to the [REDACTED] community and visiting services to all communities across our catchment.

As the only non-government organisation in [REDACTED] operating counselling, conciliation and mediation services in all these centres, [REDACTED] established a Family Relationship Centre in [REDACTED] in July 2007 and is currently the largest provider of Family Relationships Services Program (FRSP) services in the region.

Our full suite of integrated family and community services includes:

- Family Relationship Counselling
- Family Relationship Education and Skills Training
- Men and Family Relationships Courses
- Regional Family Dispute Resolution
- Family Relationship Centre
- Family Support Drought Response
- Family Wellness and Seasons for Growth courses

An established and integral part of the communities we serve, [REDACTED] collaborates extensively with Government and non-government agencies, service provider networks, clients and community groups to ensure the ongoing relevance of our services and the effectiveness of the broader human service system. We work closely with agencies such as [Insert names appropriate to the submission] and are an active member of [Insert names of coordinating groups and service networks appropriate to the submission]

[REDACTED] is part of the [REDACTED] network and is a member agency of the broader [REDACTED] which has played an important co-ordinating role in the development and delivery of a wide range of social and labour market services in Australia for over 60 years.

[Insert Paragraph highlighting any previous activity with the target group, location and/or service type you are applying for - Outcome s achieved, Recognition received, Innovations or service delivery models proven]

Our commitment to quality service provision includes ensuring that all agency positions are filled with appropriately qualified professionals possessing the expertise to undertake the generalist/specialist work that is so essential for working effectively in rural areas (Munn & Munn, 2003: Rural Social Work Moving Forward, Rural Society, 13 (1), 22-34).

[REDACTED] takes pride in delivering quality human services of the highest standard and has in place policies and procedures to ensure these standards are maintained at all times.

As part of that quality framework, all staff engage in fortnightly professional and peer supervision and regular performance reviews. Regular participation in ongoing reviews of our practices and procedures also helps to ensure that all staff uphold a high standard of service, efficiency and accountability to the organisation and funding bodies.

All professional staff working for [REDACTED] are expected to adhere to the Australian Association of Social Workers Code of Ethics, [REDACTED]'s Statement of Mission and Purpose and to the protocols identified in the service agreement for each of our programs.

Potential attachments:

- Statement of Purpose/Objects/Charter
- Copies of Registration documents for your legal entity

- Diagram of Organisational Structure – See [Appendix A](#). The ██████████ Leadership Team
- Map of office locations and boundaries
- Current Services and Programs

2. Organisation and management structure

██████████ consists of ██████████ staff supported by some ██████████ volunteers deployed across the region, governed by a Board of Directors with expertise in accounting, non-government services, counselling, community education and social inclusion.

Comprising professionals from within the region and providing strategic direction, advice and support to our paid and volunteer staff, the Board meets bi-monthly to consider monthly financial reports, reports from Managers and Program Coordinators, and to assess performance against Key Performance Indicators within programs and our Strategic Plan. Special reports on key activities are also regularly presented by the Chief Executive Officer (CEO).

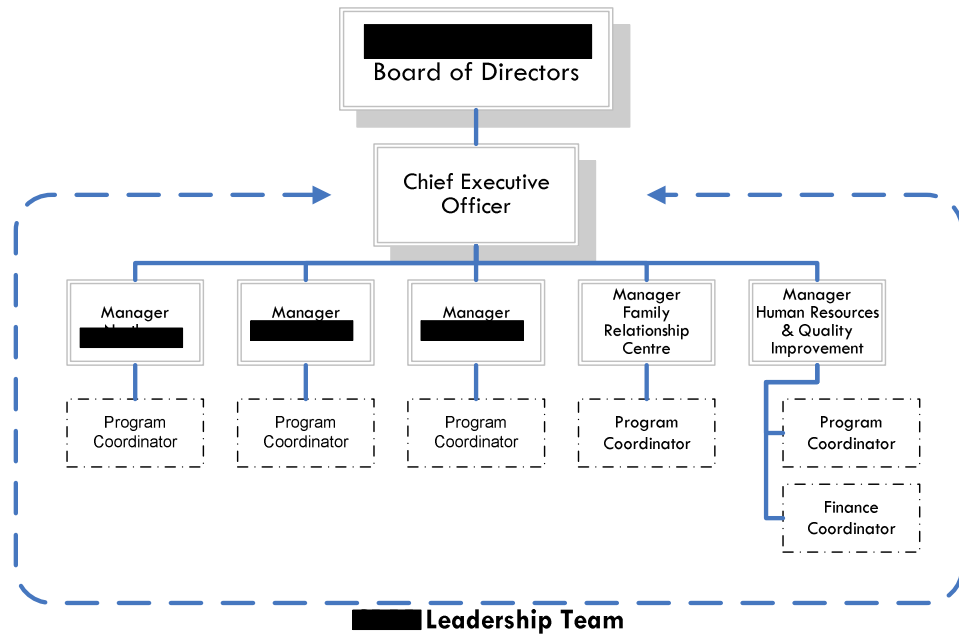
Our ██████████-based accounting and social work trained CEO reports to the Board and has overall responsibility for all ██████████ operations. Our three Regional Managers (located in ██████████, ██████████, and ██████████) report to the CEO as part of their responsibility for the management of services in their Region.

Additional Managers reporting to the CEO are the Manager Family Relationship Centre and the Manager Human Resources and Quality Improvement.

There are six Program Coordinators supporting this structure including a Finance Coordinator.

Program Coordinators often have a front-line position as well as delegated responsibility to ensure that the requirements their programs are met including data recording, training, staff and peer supervision, establishing key meetings with stakeholders and representing ██████████ at key program meetings.

The CEO, Managers and Program Coordinators make up the Leadership Team for ██████████.



Our front-line staff are well qualified, with over ██████████ having qualifications in social work, counselling, social sciences, law and human resource management.

Our ██████████ Indigenous staff employed across ██████████ provide important linkages to the indigenous communities of the region and, through our Cultural Action Team, take responsibility to ensure that our procedures, practices and spaces are culturally appropriate.

The Manager responsible for that office supervises staff in each office and all staff (including Managers) are required to be provided with at least 26 hours of individual and/or peer supervision per year.

██████████ Office has ██████████ staff involved in a range of programs including Alternative Care, Low Income Support, Financial Counselling, Emergency Relief, Relationship Counselling and Re-unification with the major program being Indigenous and non-Indigenous Family Violence support services. There is ██████████-time Aboriginal Family Violence Support workers employed by ██████████ in ██████████.

The Regional Manager, ██████████ is responsible for ██████████, ██████████ and ██████████ sites. Due to the isolation of ██████████, there is also a Senior Social Worker/Counsellor employed in ██████████ who undertakes much of the counselling for those people experiencing family violence. This person also provides a day-to-day support for staff in the ██████████ office.

██████████ has a mature organisational and Management structure, well supported by best practice policies and procedures and established and robust management systems, as evidenced by our:

- meeting or exceeding all current financial and data reporting requirements for the more than \$████ million we receive annually in Commonwealth and State Government grants.
- low staff turn-over rate of some XX% per annum.

Potential attachments:

- Diagram of Organisational Structure – See [Appendix A](#). The ██████████ ██████████ Leadership Team
- Diagram of Current Services and Programs Program Structure

3. Approach to identifying, assessing and managing business risks

Not for profit organisations by their very nature are risk-taking operations. They venture to provide services to people at risk, usually in uncertain conditions and on limited budgets.

As such, ██████████ is keenly aware of the need to ensure that effective risk management is an explicit part of every program we offer or consider offering.

We aim to manage risks to minimise our and our stakeholders' exposure to any event or set of events likely to cause adverse effects. We aim to do this while maximising the efficiency and effectiveness of our operations in accordance with current industry and program best practice.

██████████ is committed to the management of risk to ensure the protection of its purpose and public profile; clients and stakeholders; employees and associated intellectual capital; business objectives; environment; quality of service; assets and intellectual property; contractual and statutory obligations; image and reputation.

Our approach to Risk Management is in accord with the Australian and New Zealand Risk Management Standard (AS/NZS 4360:2004) and is built on a regular cycle of developing, implementing and reviewing strategic, operational and risk management plans.

As assessment of financial and accounting risks are an important part of this process, the following procedures are in place to mitigate such risks:

- Maintaining appropriate accounting policies, systems, records and record keeping;
- Maintaining appropriate internal accounting controls including a standing Audit Committee of our Board;
- Periodic financial statements that reflect an accurate financial position;
- Maintaining a policy of transparency and full disclosure of all important and relevant matters.

In our November 2008 Commonwealth Government FRSP Audit, the Audit committee commented favourably on our fully compliant Risk Management processes.

Potential attachments:

- Copy of Risk Management Policy and/or Plan
- Diagram of Risk Management Process

4. Approach to quality management and continuous improvement

██████████ is committed to quality assurance and continuous improvement and has in place a range of policies and procedures to ensure that we capture and test innovations in service practice and design and to monitor and measure service quality and outcomes.

In addition, we have policies and procedures in place governing service delivery, management of staff and services including standards for entry of practitioners, supervision, training and development, staff appraisal, and staff and client safety issues.

Central to maintaining the quality of our services, ██████████ has a strong client focus embedded in a range of Service Standards including for accessibility of services, managing client feedback, client confidentiality, client safety, data collection and grievance/complaint procedures.

We also have in place a range of quality and practice standards which inform the design of all of our services, including intake, assessment, case planning, review, case closure, and evaluation.

In addition, our service evaluation policies and procedures seek to actively solicit feedback from staff, clients, other organisations, and stakeholders to identify service (quality) improvements.

Our policies and procedures are regularly reviewed to ensure they continue to be the most effective guide in ensuring a high quality service.

We are currently preparing for a Quality Improvement Council review to be conducted by Quality Management Services in late 2009 and have recently been assessed by ██████████ as fully compliant with the Commonwealth Government's Family Relationship Service Program (FRSP) Approval Requirements (for which we receive more than \$2 million per annum in funding).

██████████ has established these Australian Quality Council compliant FRSP requirements as core standards across all our programs. We ensures that all staff are aware of those standards and their associated responsibilities.

██████████ considers quality control and ongoing quality improvement as the responsibility of all team members. Our collaborative team approach is vital in achieving shared commitment, knowledge and investment in the quality of our services.

As part of that approach, we have established regular quarterly Team Review Meetings involving all staff and providing a safe forum to:

- discuss administration, clinical practices and issues, linkages and protocols;
- share ideas and concerns;
- increase team cohesion;
- reflect on what is working well; and,
- identify any areas needing improvement.

██████████'s Strategic Plan is updated annually with the participation of stakeholders, management and staff, enabling us to monitor the direction of the agency, and to regularly compare our intended outcomes with actual achieved.

Convened by the Manager Human Services Improvement and comprising staff representatives from throughout the region, our Quality Improvement Reference Committee (QIRC) meets bi-monthly to ensure that we maintain an effective continuous improvement process.

Our weekly all-staff meetings in each Regional Office provide an opportunity for staff have a voice in developing and revising policy and procedures in light of their experience.

The Leadership Team incorporating the Chief Executive Officer, Manager Human Services Improvement, Manager FRC, Regional Managers and Program Directors meet monthly face-to-face to address a range of agency issues and receive feedback from the QIRC and regional meetings with quality assurance a major consideration in their planning and implementation of activities.

Operationally, our approach is to (at least initially) address any concerns about service delivery or quality at the team level. Six-monthly Team Days bring together staff from all the regions to share best practice, explore service delivery improvements and review the Strategic Plan.

This knowledge, experience, and established Quality Management approach will be invaluable in ensuring quality service delivery for the [insert the name of the programs/service] program.

Evaluation, Research & Development

[REDACTED] measures service outcomes in line with our service agreements and Strategic Plan and has a strong track record of compliance with the reporting requirement of our funding bodies.

As a client centred service, it is part of our ethos for staff to continually explore ways of ensuring that services are designed, implemented, evaluated, and then modified to ensure positive interventions and optimum outcomes for clients.

As part of our Quality Management approach, all programs and services are subjected to ongoing review and rigorous evaluation based on a participatory action research model.

This action research approach seeks to identify and determine the most appropriate response to the needs of individuals through consultation and collaboration with key stakeholders, service consumers, interest groups and community members. Action research views group decision-making and involvement as integral components to successful social change and community participation (Hart & Bond, 1995, Farrin 2001).

This approach to evaluation, research, and development provides substantial evidence based feedback about the quality of our services being delivered to

local communities and informs our practice improvement, identifies training requirements, and shapes our service response.

In particular, we encourage all clients to participate in evaluating our services and have contracted the University of ██████████'s Centre for ██████████ to independently evaluate client satisfaction with the delivery of all our existing services.

Complains Handling

██████████ has clearly identified policies and mechanisms for dealing with complaints and appeals.

We view complaints as an important part of the ongoing Quality Management of our services and an important input to our continuous improvement of those services. All clients are invited and encouraged to provide feedback on our services through our service evaluations.

Clients are provided with information about how to lodge a complaint during their first session with a counsellor. Our complaints handling policy is clearly on display in our offices and publications

██████████ also continually evaluates its complaints handling, including after any complain is received, and updates these mechanisms when appropriate.

Potential attachments:

- Copy of Quality Management Framework/Policies
- Diagram of Quality Management Process
- Copy of Complaints Policy, Client Information etc

5. Experience in providing similar services in similar / rural & remote locations

██████████ has extensive experience, demonstrated capability, established infrastructure and systems, extensive community networks, and well-known reputation in delivering quality services across rural and remote ██████████.

As the only non-government organisation (NGO) in ██████████ operating counselling and Family Dispute Resolution services in the catchment area, we have extensive networks, best practice models of service delivery, and substantial resources and facilities. Our strong management and operating systems that are fully compliant with Government requirements and are administered through a comprehensive values based Quality Management framework.

██████████ has successfully provided counselling and other services across this region for over ██████████ years, including:

- counselling,
- relationship education,
- community education,
- family dispute resolution,
- parenting programs,
- programs for men,
- specialist domestic violence services,
- Gambling help services,
- Alternative Care and Re-unification,
- drought counselling
- emergency relief,
- National Suicide Prevention Strategy.

We are well established in these communities with a reputation of providing effective client focussed, strength based services aimed at strengthening family relationships and assisting couples, families, children, individuals, groups and the wider community to develop skills and strategies to manage and enhance family, work and community relationships.

██████████ successfully tendered for the FRC and EIS in ██████████ in 2006 and has delivered Men and Family Relationships Services (MFRS), and Primary Dispute and Family Dispute Resolution Services for many years.

In particular, our experience in successfully operating XXX type services along with our established infrastructure, systems and networks will enable ██████████ to

quickly implement the XXX Program as a quality service offering to the communities of the region.

Potential attachments:

- Full list of programs & services
- Diagram of Program/service management structure
- Map of service locations
- Table of current services by funding source

6. Details of the proposed venue/s

[REDACTED] has secure, well appointed and equipped modern offices in four locations:

- [REDACTED] has 3 counselling rooms, 1 large conference room, 2 separate waiting areas, secure staff areas and separate entrance/exits.
- [REDACTED] has 3 counselling rooms, separate reception areas and entrance/exits, 5 office/ conference/meeting rooms, and secure staff areas.
- The FRC at [REDACTED] has 1 large conference room, two slightly smaller conference/meeting rooms, 4 counselling/mediation rooms, 8 offices, separate entrance and exits, and facilities for clients to wait in different areas if required.
- [REDACTED] has one conference room, three counselling rooms, secure staff areas.

Potential attachments:

- Map of service locations
- Floor plan of the office in focus

7. Conflicts of Interest

No conflicts of interest exist or are anticipated with this service contract. However, as part of our Quality Management framework, ██████████ has processes and procedures in place for dealing with any conflicts should they arise.

Staff are required to report any potential or perceived conflicts to the CEO who is required to follow established processes to remove or minimise them and, if it is of a serious nature, to seek the assistance of the ██████████ Board of Management.

Potential attachments:

- Copy of Conflict of Interest Policy and Procedures

8. Safety & security inc. Occupational Health Safety & Welfare

The safety and security of all clients and staff is of paramount importance to ██████████ ██████████.

Our 2008-2010 Strategic Plan identifies safety as a Key Consideration and Improvement Goal with all staff receiving critical safety training with a focus on risk assessment at all our sites. ██████████ requires all staff to report potential incidents and meet monthly safety requirements.

Occupational Health, Safety and Welfare (OHS&W) is a central consideration in the management and development of our staff and the operations of our programs and services. As such, OHS&W is given significant attention at each staff and Leadership Team meeting and in supervision sessions.

We have an active OHS&W Committee and OHS&W Representatives based at each site.

We have well developed Safety and Security policies and procedures and have been audited as fully compliant with the requirements of the Commonwealth FRSP program. In particular, that Audit commended our Family Violence policy as providing a model framework for working with clients that may present safety risks.

██████████ have engaged Quality Management Services to fully review and update our Quality Management Framework, including ensuring that risk

management policies and procedures are fully integrated into all of our organisational policies and procedures.

The Regional Manager will be responsible for ensuring that [REDACTED]'s Safety and Security Plan is implemented in XXX program/service and that all staff working within the program follow our policies and procedures.

As a cornerstone of that Safety and Security Plan, all clients will be given a safety briefing on intake to the program.

Relevant Safety and Security Policies and Procedures provided at Attachment X are:

- Display of Information
- Family Violence - Staff and Client Safety
- Physical Safety
- Reporting of Critical Incidents
- Review and Continuous Improvement
- Risk of or actual self-harm
- Risk of threats of harm to others
- Screening, assessment and referral processes
- Statutory Reporting Requirements
- Data Collection and IT Security
- Record Keeping and Privacy Requirements
- Confidentiality Provisions
- Recruitment and Induction (including OH&S)
- Staff Supervision
- Financial Management
- Compliance with Quality Requirements

More broadly, we have a fully developed OHS&W system including the following policies and procedures (provided in full at Attachment X) relevant to the XXX program/service:

- OHS&W Committee;
- OHS&W Representatives;
- Workplace Violence, harassment bullying;
- Workplace Health and Safety Legislation;
- Safety policies and procedures;
- Risk of self-harm;
- Hazard Reporting
- Supervision of staff;
- Personal Protective Equipment;
- Hazard material and waste
- Medical Provision;

- Injury Reporting;
- Accident & Potential Risk Analysis;
- Safe Vehicle operations;
- Incident Reporting, Investigation follow-up;
- Emergency Assistance Program Assistance;
- Provisions and policies for working with potentially aggressive or violent clients;
- Risks of vicarious trauma and of 'burn-out' monitoring;
- Training and Education;
- Defensive Driver Training;
- Critical Incident Reporting;
- Fire Training;
- First Aid Training;
- Staff after hour requirements;
- Electrical Testing
- Escape Plan procedures
- Staff Movement Information

[REDACTED] requires that all staff:

- Are familiar with these policies and procedures,
- Are provided with a comprehensive induction process,
- Commit to safety and security training and
- Give a signed commitment to work within this framework.

Potential attachments:

- Full list and/or copies of relevant OHS&W Policies
- Full list and/or copies of relevant Safety & Security Policies & Procedures

9. Ability to recruit, train and maintain experienced and qualified staff.

██████████ is recognised as an employer of choice within the human services sector in SA, largely due to our commitment to and careful planning around staff recruitment, supervision, professional development and support.

A key part of that commitment is our employment of a professional Human Resource Manager (certified by the Australian Human Resources Institute as a Certified Practising Professional (CAHRI)), to oversee all Human Resource activities.

Recruitment

Our recruitment strategy sees to build on our established reputation as a leading employer within the Human Services Industry in ██████████. We work closely with the University sector and actively pursue a policy of taking 3rd and 4th year University students on social work placement, providing us with an up-to-date pool of candidates from which to recruit.

Other recruitment strategies include advertising in the local papers, 'The Advertiser' and through approaching qualified people in our networks in the various communities we service. We provide a 'Rural Allowance' of \$3,000 per annum for all staff as a means of making our salaries more attractive and closer to those available in the Government sector.

Because of these strategies, ██████████ is well staffed in all locations across our region including the more difficult locations of ██████████ in the ██████████ and ██████████ in the Far West of the State.

Quality Supervision, Professional Development & Peer Support

The constructive and supportive team environment within ██████████ is engendered by the human resource management systems, professional culture, and collaborative leadership style we have developed over many years.

That team environment and the professional development and support structure supporting it has been central in our maintaining a minimal (less than 5%) staff turn-over over the past six months.

Regular supervision sessions are a core part of that support structure, including:

- Fortnightly one-on-one formal supervision sessions (min. 1-hour) provide an opportunity for each staff member to discuss performance, practice and program issues and to identify and plan for any growth or professional development opportunities in a safe and trusting environment.
- bi-monthly 3-hour peer review sessions provide opportunities for staff from the various offices to meet to share information and learnings, program and practice updates and professional development activities.
- Informal supervision sessions between staff, Program Coordinators and Managers as required.

Through their Performance Management Plan, each staff member has an Action Plan for their professional development that is monitored and reviewed through their fortnightly supervision sessions

Supporting this approach, all staff have a minimum allocation of \$1,500 (higher in more remote areas) to use in developing their clinical or managerial skills.

Training provided to all new staff in the past twelve months include Vicarious Traumatization, ASSIST Suicide Training, Critical Incident Reporting, and Child Safe environments. Program specific induction and training is also provided for all new staff.

Specialists are actively engaged to provide staff training in various areas of practice - in the last 12 months ██████████ provided a two-day workshop to all our qualified staff on ██████████ Therapy, a technique seen to be very appropriate in working with people who have family violence issues.

Team Days involving all staff are also held every 6 months with focus on managing self and workload.

Potential attachments:

- Diagram or table of current staffing
- Diagram of Performance management process/structure

10. Relationships with other key stakeholders

Given our well established reputation as a provider of quality family services, [REDACTED] has extensive networks and relationships within the human services sector in [REDACTED], including:

- staff involvement on the Board of [REDACTED] n Association of Social Workers, the [REDACTED] n Family Relationships Services Forum and the [REDACTED] Family Network;
- membership of the [REDACTED] n Aboriginal Advisory Committee, Department of the Premier and Cabinet;
- membership of [REDACTED], the [REDACTED] and the [REDACTED].
- Close liaison with the [REDACTED] and the [REDACTED] k

We also have established relationships with a range of Commonwealth and State agencies. At a State level, key among these is our working relationship with [REDACTED], Office of [REDACTED], Office for the [REDACTED], [REDACTED] A, Homelessness Services, Guardianship and Alternative Care Directorate within the Department of Families and Communities.

At a local level, we are an established, contributing, and collaborative member of the regional service system having offered a generic Domestic/Family Violence service in [REDACTED] for over 10 years.

Our established relationships with the Elders and broader Indigenous community in the region will enable us ensure culturally appropriate and sensitive program design and delivery.

These relationships have been further strengthened through our provision of the Indigenous Domestic/Family Violence service over the last two years. While the transfer of the Indigenous Family Violence Service to [REDACTED] could have been extremely difficult, it was handled effectively and relationships with the Indigenous agency that lost the service have remained sound.

While we will draw on our positive relationships with a range of local services used by the Indigenous community, in particular we will partner with the [REDACTED] Aboriginal Health Service where we are currently undertaking a combined community awareness raising project aimed at reducing family violence.

We are established as a highly credible service within the [REDACTED] community - “[REDACTED] has worked closely with community agencies in an open and honest manner with staff being seen to be effective and good communicators who aim to build strong relationships with clients and other organisations.” (Supported

Accommodation Assistance Program (SAAP) evaluation, Department of Families and Communities, 2008).

██████████ is committed to playing an active and collaborative role in the development of a quality service system in the region, including:

- Our Senior Social Worker chairs the current Family Violence Action group and all staff work closely with other agencies in the community.
-

██████████ staff from across the region are also involved with several key developments at a national level including the development of the ██████████ DVD's and booklets produced by the Commonwealth Government.

Potential attachments:

- Network diagram relevant to the program/service
- Referral flow diagram relevant to the program/service

11. Accessibility of the Service

██████████ has well established and well known offices in ██████████, ██████████, and ██████████. All are accessible by people with a disability.

As part of our commitment to being accessible to clients and responsive to community needs (rather than as fulfilment of any service agreement with funding bodies) we also provide regular outreach services to remote communities including ██████████, ██████████ and ██████████.

Under our existing service agreements, we also provide the ██████████ in ██████████ and ██████████ and the broader ██████████ region. In ██████████, programs offered include counselling, community education and emergency relief.

Our success in reaching out to remote clients and communities is further demonstrated by our reaching more than twice our client targets under the FaHCSIA funded Family Support Drought Program covering the more remote areas of ██████████.

Access for Indigenous Clients

[REDACTED] is committed to ensuring that our practices are culturally sensitive and appropriate

Our [REDACTED] services are easily accessed by Indigenous women and children with our office being directly opposite Aboriginal [REDACTED] and next to the Aboriginal [REDACTED] Services.

Particularly through our Indigenous Family Support Worker and Indigenous Family Violence service, we have developed a high level of recognition among the client group along with good links with local Elders in the community and effective referral protocols with indigenous agencies and community organisations.

Potential attachments:

- Map of offices and out-reach sites

12. Ability to draw on developed expertise/existing services to further support the key outcomes.

Given our established operations and experience in delivery Federal and State programs and services, [REDACTED] has a wide range of skills and expertise within its current staffing, management and Board that will be drawn upon to support the [Insert name of program you submitting for] program.

Our Board will lend it's expertise in financial management, community development and governance of non-government agencies to managing the accountability and strategic direction of the program.

Within our current staffing there is considerable expertise across the region in counselling, mediation, cultural competence, financial counselling, conflict management, self-development programs, legal issues and child behaviour management that the program coordinator will be able to actively draw upon.

We are further enhancing our capacity to access expertise from across [REDACTED] [REDACTED] and more broadly with the establishment of video conferencing facilities across several sites (already located in Port Augusta).

Our [REDACTED] staff have experience in working with clients who have experienced domestic/family violence. Our Senior Social Worker has more than 7 years

experience in working in this field and the other workers have minimum of 18 months experience. They have the expertise in delivering a range of life skills programs and ensuring that service delivery is well coordinated with other agencies. They also bring a range of specialist knowledge in family violence as well established links with and profile in the [REDACTED] community.

Importantly for the [Insert name of program you submitting for], we have the capacity to refer clients internally to a range of services and programs relevant to their wellbeing such as the regional Family Relationship Centre.

[REDACTED] works closely with a range of organisations across the region to ensure that client and program outcomes are maximised and sustainable. Our client-centred practices ensure that staff either seek assistance from or refer to other organisations where it is in the best interests of the client.

Referrals are made where there are complex issues in drug and alcohol abuse, disability and rehabilitation, mental health, income support where more than emergency relief is required, employment opportunities, education and training, family links and relationships and issues of emotional, sexual and general health.

Our well established relationships with agencies in the region providing these services also enables us to “buy in” specialist assistance such as psychological services for high needs children in our care as well as education and training for our staff.

Our established relationships with the Elders and broader Indigenous community in the region will enable us ensure culturally appropriate and sensitive program design and delivery.

While we will draw on our positive relationships with a range of local services used by the Indigenous community and in particular will partner with the [REDACTED] Aboriginal Health Service where we are currently undertaking a combined community awareness raising project aimed at reducing family violence.

The proposed budget for the [Insert name of program you submitting for], provides for up to \$10,000 pa in Brokerage funds for clients and their family seeks services in other locations including [REDACTED]. The cost of flying a family of three to [REDACTED] return to [REDACTED] can be close to \$1,000.

Potential attachments:

- Network diagram relevant to the program/service
- Referral flow diagram relevant to the program/service

13. Service Flexibility

[REDACTED]'s client centred practice demands that we are flexible in our approach to working with clients – for example, meeting with them in locations where they feel comfortable, meeting with them after hours, and providing a culturally appropriate space to meet.

[REDACTED] has developed excellent working relationships with both State and Federal Governments, Government and non-Government services and local Advisory committees, agency networks and service forums, for example:

- we have service agreement relationships with the [REDACTED] Department of Families and Communities, Commonwealth Attorney General's Department and Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs.
- we cooperate extensively with [REDACTED] to provide after-hours Alternative Care crisis response with staff from both agencies providing rostered services.
- We organise and Chair the [REDACTED] and are an active participant in the [REDACTED] and Working Together Committee.
- We are actively involved in White Ribbon Day and join with several other agencies in promoting Reconciliation Day.

For Indigenous clients, we are very aware that there will often be family, clan and location issues that need to be considered when providing assistance.

- We currently visit the [REDACTED] Women's group monthly to work on relationship and problem gambling awareness issues in a location that local indigenous women consider to be a 'safe place'.
- Our Aboriginal staff and Cultural Advisory Team in particular have worked on improving our competency in providing a culturally appropriate service to the local Indigenous community through the development of culturally appropriate policies, brochures and posters and educational tools, and the provision of cultural advice in staff meetings and supervision sessions.
- We have good working relationships with [REDACTED] Aboriginal Health Service across a range of programs and are currently working with them on a community awareness raising project aimed at reducing family violence.

Potential attachments:

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14. Appendix A. The ██████████ Leadership Team

Could also include a list of programs & services under the 3 RMs & FRC Manager

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