



Australian Government  
Department of Social Services

# Families and Children Activity

## Family and Relationship Services Operational Guidelines

Effective 1 July 2021



## Version Control

This table confirms timing of revisions and endorsement of these Operational Guidelines.

Version	Changes	Date
1.0	Approved Operational Guidelines	3 May 2021

# Table of Contents

Version Control.....	2
Table of Contents .....	3
1. Preface .....	5
2. Families and Children’s Activity – Family and Relationship Services.....	6
2.1. Overview .....	6
2.2. Aims and Objectives of FaRS .....	6
3. Service Delivery .....	7
3.1. Service areas .....	7
3.2. Flexibility .....	7
3.3. Using grant funding.....	8
3.4. Fees.....	8
3.5. Subcontracting.....	8
3.6. Collaboration with other agencies and services .....	8
3.7. Communication and Promotion.....	9
4. Working with Clients .....	10
4.1. Client eligibility and accessibility .....	10
4.2. Priority target groups.....	10
4.3. Referral practices.....	11
4.4. Required qualifications .....	11
4.5. Clients Exiting the Service.....	12
4.6. Refusal of service .....	12
4.7. Safety.....	12
4.8. Commonwealth Child Safe Framework .....	12
5. Governance and Support .....	13
5.1. Support available to providers .....	13
5.2. Compliance with Activity requirements.....	14
6. Funding.....	15
6.1. Eligible and ineligible expenses .....	15
6.2. Funding innovation.....	15
6.3. Long-term sustainability .....	16
7. Reporting .....	17
7.1. Data reporting.....	17
7.2. Data Exchange .....	17
7.3. Data Exchange Partnership Approach .....	17

7.4.	Guidance on measuring client and community outcomes .....	17
7.5.	Activity Work Plans (AWP) and AWP reports .....	18
7.6.	Program logics and theories of change .....	19
7.7.	Financial acquittal reports .....	19
7.8.	Unexpended funds .....	19
7.9.	Review point .....	19
8.	Grant Administration .....	21
8.1.	Grant recipients' responsibilities and accountabilities under the Activity .....	21
8.2.	Other key requirements, policies, information & factsheets for service providers	21
8.3.	Privacy .....	22
8.4.	Grant Recipient Portal .....	22
8.5.	Complaints .....	22
8.6.	Hot Issues and Media .....	23
8.7.	Critical Incidents .....	23
9.	Glossary .....	24
10.	Appendices .....	25
10.1.	Appendix A – Referral practice table .....	25
10.2.	Appendix B – Referrals checklist .....	27
10.3.	Appendix C – Review Point Assessment Criteria .....	28
10.4.	Appendix D - Outcomes Framework for the Families and Children Activity .....	31

## 1. Preface

These Operational Guidelines relate to Family and Relationship Services (FaRS), which are funded by the Department of Social Services (the department). The primary purpose of the Operational Guidelines is to assist FaRS providers to work in a nationally consistent, coordinated and cooperative way. This document outlines the key elements of service delivery and seeks to clarify policy and process questions that may arise during the delivery of FaRS.

The Operational Guidelines are a living document. As additional issues arise, and policy clarifications are developed, these will be included in an updated version of these Operational Guidelines. Updates to the Operational Guidelines will be emailed to the program schedule level contact listed in the department's Grant Payment System (GPS). Please ensure this contact detail is kept up-to-date with your Funding Arrangement Manager (FAM). Copies of the most current Operational Guidelines can be found on the [Families and Children Activity](#) pages on the department's website.

FaRS providers have a responsibility to ensure they are familiar with all contractual obligations including where these may change as the Operational Guidelines are amended.

FaRS providers should engage with their FAM as the first point of contact with the department. The FAM will provide guidance and assist you with reporting, accountability and contractual obligations.

The Operational Guidelines should be read in conjunction with the:

- [Families and Communities Program, Families and Children Activity Guidelines](#)
- Commonwealth Standard Grant Agreement/s
- Commonwealth Standard Grant Conditions (Schedule 1)
- Commonwealth Standard Grant Agreement Supplementary Provisions
- [Families and Children Administrative Approval Requirements](#).

## 2. Families and Children's Activity – Family and Relationship Services

### 2.1. Overview

Family and Relationship Services (FaRS) is a sub-activity under the Families and Children (FaC) Activity of the Families and Communities Program.

The FaC Activity aims to support families, strengthen relationships, improve the wellbeing of children and young people and increase participation of people in community life to enhance family and community functioning.

The objectives of the Families and Communities Program and the FaC Activity align with objectives in the:

- National Agreement on Closing the Gap
- National Framework for Protecting Australia's Children
- National Plan to Reduce Violence against Women and Their Children 2010-2022.

The department strongly encourages service providers to understand these initiatives and their successor plans and consider how the design and delivery of their services can contribute to achieving the intended outcomes.

### 2.2. Aims and Objectives of FaRS

In line with the Family and Communities Program and FaC Activity objectives, services delivered under the FaRS sub-activity aim to strengthen family relationships, prevent breakdown and ensure the wellbeing and safety of children through the provision of broad-based counselling and education to families of different forms and sizes. These services focus primarily on early intervention and prevention and are targeted to critical family transition points including formation, extension, and separation.

## 3. Service Delivery

### 3.1. Service areas

Grant recipients must deliver FaRS in the service areas specified in their grant agreements. Grant recipients cannot change their service areas without prior written agreement from the department.

Grant recipients may be able to vary their service areas to meet changing demands in consultation and agreement with the department. Grant recipients are encouraged to monitor demographic changes in their broader region and discuss varying their service areas with the department if this helps address an emerging need that is not met in an area. The department may ask grant recipients to vary their existing service areas to meet changing demands.

Each service area has a geographical boundary based on the Australian Statistical Geographical Standard. If the organisation seeks to change the boundary of a service area, the department expects the grant recipient to be able to meet the cost of delivering FaRS in the revised area within the funding provided.

In accordance with grant agreement requirements, FaRS providers must advise the department of their outlet locations in service areas within three months of the execution of their grant agreements. Thereafter, providers must advise the department of any changes to outlet locations annually through the AWP Report.

In summary:

- changes to service areas cannot occur without prior written agreement from the department; and
- changes to outlet locations within service areas can be adjusted as required by the organisation and updates reported annually through the AWP Report.

Grant recipients are required to deliver services to clients from outside service areas when they present to services. Grant recipients should consider the most appropriate type of service delivery to these clients (for example, referral or standard service delivery) by considering questions such as:

- What is in the best interest of the client in the longer term?
- Is there another provider, or appropriate community service, that could support the client?
- What is the grant recipient's capacity to service the client and what impact, if any, could this have on servicing participants from within the service area?
- What are the barriers to support the client? (for example, will service delivery staff have to travel long distances to service the client; will the client receive the quality of service expected; would the client be better supported by another provider?)

### 3.2. Flexibility

The department expects service providers, in mutual agreement with the department, to monitor changes in their communities and adjust the services they deliver to meet the changing needs of families and children. The department may ask service providers to vary their existing service type/s to meet changing demands.

### 3.3. Using grant funding

Funding is provided as a contribution to assist with the costs of operating FaRS services in the funded locations. Funding is not intended to cover the full cost of providing the service.

Eligible activities including the following:

- intake and assessment
- information/advice/referral
- education and skills training
- child/youth focussed groups
- counselling
- community capacity building
- family capacity building

Further detail on what is an appropriate use of grant funding can be found at Section 6 of these Operational Guidelines.

### 3.4. Fees

In accordance with section 2.5.2 of the [Families and Communities Program Guidelines](#), some FaRS providers are permitted to charge fees on a sliding scale depending on income. However, clients must not be refused services or referred to other organisations on the basis of incapacity to pay fees.

Where fees are charged, service providers must:

- publically display their fee policy, and
- inform clients of their fee policy.

### 3.5. Subcontracting

Service providers cannot subcontract any part of their grant activities without the department's prior written consent.

Service providers are responsible for the performance of their obligations under their grant agreements, including in relation to any tasks undertaken by subcontractors.

### 3.6. Collaboration with other agencies and services

Grant recipients must work collaboratively with each other and with relevant government and non-government agencies to provide an integrated suite of local services that address the needs of the target group. To ensure effective integration with appropriate services, grant recipients must build and maintain effective relationships with a broad network of relevant services, which may include:

- other providers under the Families and Communities Program, particularly those funded under the Families and Children Sub-Activity
- services funded by state and territory governments that service the target group/s
- Services Australia
- medical services such as general practitioners
- mental health services



- alcohol and other drug services
- family violence services
- legal assistance services
- family law courts
- domestic and family violence services
- homelessness services
- education services
- housing services, and
- any other relevant services, such as financial counselling and health services.

Grant recipients must also abide by the following set of principles that encourages providers to work with local community initiatives (for example Stronger Places Stronger People or other existing collective impact initiatives). Grant recipients are to work in ways that:

- recognise, support and work with community-led change initiatives (in places where they are being or have been established);
- recognise and support local and cultural leaders and governance arrangements;
- support and participate in the design and implementation of community-led change strategy;
- consider within the parameters of the operational guidelines and grant requirements, opportunities to align service provision and communication to the community's strategy, including community needs, goals and solutions;
- share data, evidence and learnings to improve outcomes for children, families and communities;
- are fair, open and transparent in engaging with Aboriginal and non-Aboriginal stakeholders and organisations;
- participate in work that examines the system (beyond programs) to create better outcomes; and
- build relationships, collaboration and leverage investments and impacts.

### 3.7. Communication and Promotion

Service providers are responsible for maintaining up-to-date information about their services (where relevant) on the [Family Relationships Online website](#).

- For requests to update the Family Dispute Resolution Practitioner Register email [practitionerregistration@aq.gov.au](mailto:practitionerregistration@aq.gov.au).
- For website changes or queries email [familylawservices@aq.gov.au](mailto:familylawservices@aq.gov.au).

Providers should list their services on free online community service directories where applicable. The department maintains a [list of service directories](#) that providers should consider. If you think this list should include other directories, please contact your FAM.

The department encourages providers to list their services on local service directories where possible. For example, some local and regional councils maintain online service directories.

The department also encourages service providers to promote their services in multiple locations that families visit and through a variety of mediums that families use. For example, shopping centres, childcare, preschool, medical practices, social media, radio, newspapers etc.

Please refer to the [DSS Communication Policy for Services, Activities and Events](#) for further information on promoting services.

## 4. Working with Clients

### 4.1. Client eligibility and accessibility

This program is a universal service that should aim to provide prevention, early intervention and support for families, couples, children and individuals.

FaRS providers cannot work with children and young people without the involvement of their families or carers.

It is expected that FaRS providers will have their own systems in place to ensure they obtain written consent from parents or guardians to work individually with the child or young person, and can provide evidence of this if requested by the department.

FaRS services must be accessible to all types of families at critical family transition points, including formation, extension, and separation, in accordance with the following requirements, policies and guidelines (unless otherwise exempted by legislation):

- Families and Children Activity Administrative Approval Requirements (<https://www.dss.gov.au/our-responsibilities/families-and-children/programs-services/family-support-program/families-and-children-activity-administrative-approval-requirements>)
- Access and Equity Policy (<https://www.communitygrants.gov.au/information-recipients/access-and-equity-policy>)
- Families and Children Access Strategy Guidelines (<https://www.dss.gov.au/our-responsibilities/families-and-children/programs-services/family-support-program/families-and-children-access-strategy-guidelines>).

Service providers should develop strategies to ensure all families and children, including those experiencing vulnerability or disadvantage, can access their services. The department expects services to be responsive to the needs of families and children and deliver equitable outcomes.

Service providers must ensure that cultural and linguistic diversity is not a barrier for participants by providing access to language services where appropriate.

Service providers are required to deliver services to clients from outside service areas when they present to services.

### 4.2. Priority target groups

FaRS support family members with intact relationships, separated families, extended family members, individuals, children and young people, couples and significant others such as grandparents and kinship carers who have caring or other relationship responsibilities.

Priority should be given to:

- couples forming long-term relationships
- families experiencing relationship issues, or who are at risk of breakdown
- families with children at risk of abuse or neglect,

- families experiencing disadvantage or vulnerability, and
- individuals, couples, children and families who are experiencing or at risk of family or domestic violence.

Please refer to section 2.4.2 of the [Families and Communities Program Guidelines](#) for more detail.

### 4.3. Referral practices

Providers funded under the department's Families and Children Activity must work collaboratively with each other and relevant government and non-government agencies that provide services to families and children.

If a FaRS provider lacks capacity or capability to support a client, or thinks a client would benefit from additional types of support, the department expects the provider to offer the client a timely referral to one or more appropriate services. The department expects FaRS providers to have accurate knowledge of the services to which they are referring clients, and recommends that providers develop clear referral protocols with one another.

Effective referral practices are critical to minimising service system fragmentation and preventing families and children 'falling through the gaps'. The table at **Appendix A** outlines different types of referral practices.

The department expects that staff who make referrals have or receive the knowledge and skills they need to support families and children to access other services, including negotiating ways to overcome barriers to access.

The checklist at **Appendix B** may assist staff to make effective referrals.

Service providers must employ and adequately train, support and supervise staff in accordance with their grant agreements and the [Families and Children Administrative Approval Requirements](#).

### 4.4. Required qualifications

There are no minimum requirements for qualifications of staff required to deliver FaRS. However, service providers are encouraged to employ staff with a range of relevant backgrounds, accreditations/qualifications, skills and knowledge relevant to the service.

The delivery of FaRS is linked to the *Family Law Act 1975*. There are currently no accreditation rules for family counsellors. Family counsellors must be authorised by an approved or designated organisation funded under the Family Relationship Services Program<sup>1</sup> in order to deliver family counselling under the *Family Law Act 1975*. This ensures that the counsellors are covered by the provisions in the *Family Law Act 1975* relating to confidentiality and inadmissibility of communications made during family counselling.

All FaRS providers must comply with the relevant State, Territory or Commonwealth law relating to the employment or engagement of people who work or volunteer with children in relation to the grant activity, including mandatory reporting and complying with the [National Standards for Working with Children Checks](#).

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<sup>1</sup> The Family Relationship Services Program is referenced to reflect what is currently written in the legislation.

Service providers must adhere to requirements specified in grant agreements in relation to working with vulnerable persons. More information on the department's policy regarding vulnerable persons, police checks and criminal offences is available on the [DSS website](#).

## 4.5. Clients Exiting the Service

Participation in the FaRS sub-activity is voluntary and clients may exit the service at a time they choose or as agreed with the service provider. There is an expectation that client information is updated accordingly in the Data Exchange. In addition, there is an expectation that FaRS providers, when delivering direct services to clients, will ensure that these clients have adequate alternative supports in place should they require them. This may include additional support they are referred to, family supports and strategies developed to support their needs.

## 4.6. Refusal of service

Providers can refuse services where there are safety concerns, or there is evidence to suggest that participants are not eligible for the FaRS service. Refer to section 4.1 for detail on participant eligibility.

## 4.7. Safety

The safety of all children, young people, their families and carers who visit or work for FaRS is paramount.

Service providers must ensure the safety of their staff and should:

- give their staff clear safety policies and procedures in writing and provide staff with adequate support, training and resources to comply with those policies and procedures; and
- report critical incidents to the department (refer to Section 8).

## 4.8. Commonwealth Child Safe Framework

The Royal Commission into Institutional Responses to Child Sexual Abuse highlighted the need for organisations to adopt child safe practices including appropriate screening of staff, mandatory reporting and adoption of the National Principles for Child Safe Organisations.

In response, the Australian Government introduced the *Commonwealth Child Safe Framework* (the Framework), a whole-of-government policy that sets minimum standards for creating and embedding a child safe culture and practice in Commonwealth entities and Commonwealth funded third parties.

In line with clause CB9 of the Supplementary Provisions in your grant agreement, all services funded under the FaRS activity must ensure activities conducted comply with the National Principles for Child Safe Organisations and other action for the safety of children, and relevant checks and authority. Under this clause, you are required to:

- submit an annual Statement of Compliance stating you have implemented the National Principles for Child Safe Organisations;
- complete an updated risk assessment to identify the level of responsibility for children and level of risk of harm to children;
- have an updated risk management strategy; and
- provide training and a compliance regime.

It is the organisation’s responsibility to understand their requirements and evidence their compliance under the Framework.

Further information on the Framework and providers’ obligations is available on the [National Office for Child Safety website](#) and the Australian Human Rights Commission’s [Child Safe Organisations website](#).

Any questions regarding the Statement of Compliance Process should be directed to your FAM.

## 5. Governance and Support

The department expects providers to have an effective governance framework that includes:

- explicit information on roles, responsibilities, rights, and remuneration
- procedures for quality assurance, risk management and issues management
- procedures for supervision, performance management and information management
- financial systems that support effective management and accountability
- clear effective arrangements for internal control and transparent decision making.

### 5.1. Support available to providers

The following table outlines sources of support for different aspects of the FaRS grant activity, noting additional supports may be under development:

Topic	Support
Grant agreement	<ul style="list-style-type: none"> <li>• FAM</li> </ul>
Activity Work Plan (AWP)	<ul style="list-style-type: none"> <li>• AWP templates and guidance (<a href="https://www.dss.gov.au/families-and-children-programs-services-parenting-families-and-children-activity/families-and-children-activity-work-plan-reports">https://www.dss.gov.au/families-and-children-programs-services-parenting-families-and-children-activity/families-and-children-activity-work-plan-reports</a>)</li> <li>• FAM</li> </ul>
Data Exchange	<ul style="list-style-type: none"> <li>• Data Exchange Training Resources (<a href="https://dex.dss.gov.au/training">https://dex.dss.gov.au/training</a>)</li> <li>• Data Exchange Helpdesk (<a href="https://dex.dss.gov.au/helpdesk/">https://dex.dss.gov.au/helpdesk/</a>)</li> <li>• FAM</li> </ul>

Topic	Support
Review point	<ul style="list-style-type: none"> <li>• FAM</li> </ul>
Program logic and theory of change	<ul style="list-style-type: none"> <li>• FAM</li> <li>• Families and Children Expert Panel Project (<a href="https://aifs.gov.au/cfca/expert-panel-project">https://aifs.gov.au/cfca/expert-panel-project</a>)</li> </ul>
Planning, implementing and evaluating grant activities	<ul style="list-style-type: none"> <li>• Families and Children Expert Panel Project (<a href="https://aifs.gov.au/cfca/expert-panel-project">https://aifs.gov.au/cfca/expert-panel-project</a>)</li> </ul>
Grant Recipient Portal	<ul style="list-style-type: none"> <li>• Community Grants Hub (<a href="https://www.communitygrants.gov.au/contact">https://www.communitygrants.gov.au/contact</a>)</li> </ul>
General feedback on policy	<ul style="list-style-type: none"> <li>• FAM</li> </ul>
Complaints	<ul style="list-style-type: none"> <li>• DSS Feedback and Complaints (<a href="https://www.dss.gov.au/contact/feedback-compliments-complaints-and-enquiries">https://www.dss.gov.au/contact/feedback-compliments-complaints-and-enquiries</a>)</li> <li>• FAM</li> </ul>

## 5.2. Compliance with Activity requirements

All FaRS service providers must comply with the [Families and Children Administrative Approval Requirements](#). The Families and Children Administrative Approval Requirements is a departmental policy that sets out mandatory service standards for key aspects of service design and delivery including, but not limited to, governance, financial management, staffing, accessibility and safety.

## 6. Funding

### 6.1. Eligible and ineligible expenses

Grant funding may be used for:

- staff salaries and on-costs that can be directly attributed to the provision of FaRS services in the identified service area/s as per the grant agreement
- employee training for paid and unpaid staff including Committee and Board members, that is relevant, appropriate and in line with the Families and Children Activity and FaRS services.
- operating and administration expenses directly related to the delivery of FaRS services, such as:
  - telephones
  - rent and outgoings
  - computer / IT / website / software
  - insurance
  - utilities
  - postage
  - stationery and printing
  - accounting and auditing
  - travel/accommodation costs
  - materials and equipment, including assets as defined in the Standard Supplementary Provisions, that can be reasonably attributed to meeting deliverables in the grant agreement
  - evaluation costs
  - marketing FaRS services.

Grant funding cannot be used for:

- purchase of land
- paying retrospective costs
- costs incurred in the preparation of a grant application or related documentation
- major construction/capital works
- overseas travel
- activities for which other Commonwealth, state, territory or local government bodies have primary responsibility.

The Commonwealth Standard Grant Conditions for FaRS set out clauses on spending, reporting and repaying grant funding.

### 6.2. Funding innovation

The department encourages service providers to pursue innovative ideas to enhance service delivery outcomes. Service providers may utilise up to 10 per cent of their grant funding for the development of innovative concepts in consultation and agreement with the department.

### 6.3. Long-term sustainability

The department encourages service providers to actively plan and develop strategies to ensure long-term sustainability. Providers are encouraged to explore opportunities to reduce reliance on Government support through increased inter-organisational collaboration, and by identifying supplementary sources of funding through partnerships with business and philanthropy.



## 7. Reporting

### 7.1. Data reporting

All FaRS providers must have systems in place to allow them to meet the data collection and reporting obligations outlined in their grant agreement.

FAMs monitor and evaluate program performance to ensure activities and service providers are focussed on outcomes for clients.

### 7.2. Data Exchange

Service providers are required to report client data and service delivery information for all clients of FaRS in accordance with the Data Exchange Protocols (<https://dex.dss.gov.au/data-exchange-protocols/>) and FaRS specific guidance in the Program Specific Guidance for Commonwealth Agencies in the Data Exchange (<https://dex.dss.gov.au/document/466>).

The Data Exchange Protocols provides operational guidance to users of the Data Exchange. The Program Specific Guidance for Commonwealth Agencies assists managers and front-line staff to understand the data they must report in the Data Exchange for FaRS.

The department publishes fact sheets, task cards, webinars and e-learning modules on the Data Exchange website to help service providers set up and perform different functions in the Data Exchange (<https://dex.dss.gov.au/training>).

For additional support, service providers can contact the Data Exchange Helpdesk (<https://dex.dss.gov.au/helpdesk/>).

### 7.3. Data Exchange Partnership Approach

Service providers are required to participate in the Data Exchange Partnership Approach. By participating, service providers report client and community outcomes for clients of FaRS and receive access to additional self-service reports. The department requires service providers to report outcomes using its Standard Client/Community Outcomes Reporting (SCORE) framework, which is a methodology for standardised reporting of outcomes data. For further information on the Partnership Approach and SCORE, please refer to the Data Exchange Protocols (<https://dex.dss.gov.au/data-exchange-protocols/>).

For further information on the requirements of the Data Exchange Partnership Approach for FaRS providers, please refer to the [Data Exchange Partnership Approach Fact Sheet](#) and the Review Point Assessment Criteria at **Appendix C**.

For additional support, service providers can contact the Data Exchange Helpdesk (<https://dex.dss.gov.au/helpdesk/>).

### 7.4. Guidance on measuring client and community outcomes

The department encourages all service providers to use validated outcomes measurement tools to measure client and community outcomes.

A 'validated tool' is an instrument that has been formally evaluated and psychometrically tested for:

- reliability (the ability of the instrument to produce consistent results)
- validity (the ability of the instrument to produce true results)
- sensitivity (the probability of correctly identifying a client with the condition).

The Australian Institute of Family Studies has published an article outlining how to choose an outcomes measurement tool (<https://aifs.gov.au/cfca/2016/04/14/how-choose-outcomes-measurement-tool>). The article includes links to established tools for measuring child and family outcomes.

The department has developed a Translation Matrix to help organisations convert results from commonly used outcomes measurement tools into SCORE data (<https://dex.dss.gov.au/document/121>). The Translation Matrix also contains a generic template that service providers can use to translate proprietary outcomes measurement tools or tools that they have developed internally into SCORE data.

For additional support, service providers can contact the Data Exchange Helpdesk (<https://dex.dss.gov.au/helpdesk/>).

## 7.5. Activity Work Plans (AWP) and AWP reports

The AWP is a mandatory document that all providers must complete in consultation and agreement with the department. Using the 'standardised AWP template' on the department's website, providers must set out deliverables, timeframes, measures of achievement, grant expenditure and other key requirements of their grant agreements that they plan to complete within a period of time specified in the AWP template. The department expects AWP to align with the Outcomes Framework for the FaC Activity at **Appendix D**.

Once mutually agreed, the AWP forms part of the grant agreement. Providers must report progress against their AWP annually as specified in their grant agreements.

The AWP is a living document that providers can update at any time in consultation and agreement with the department.

Providers can download the AWP template for FaRS from July 2021 from the Families and Children [Activity Work Plan Reports](#) webpage on the DSS website. The webpage also has a guidance document to assist providers develop their AWP.

The department uses information in AWP to better understand the activities and progress of individual providers as well as broader trends within and across programs. FAMs use AWP to understand the progress of grant activities and facilitate conversations with providers about service delivery. Policy teams read AWP to identify common themes and issues to inform future policy development.

## 7.6. Program logics and theories of change

Providers will be required to develop a program logic for each funded activity.

A template for program logics and theories of change is under development by the Australian Institute of Family Studies (AIFS) and is expected to be available later in 2021.

The first draft of program logics will be required in March 2022, followed by a final version in June 2023.

Additional guidance and supporting information will be provided to assist with this process.

## 7.7. Financial acquittal reports

Service providers are required to submit a financial acquittal report for each financial year in their grant agreements. The report must include an income and expenditure statement and declare any unexpended funds. The report must be certified by a Board, Chief Executive Officer or other officer with appropriate authority to verify that grant funding has been spent in accordance with the grant agreement.

Please refer to your grant agreement to ensure you meet the stipulated timeframes.

Further information on financial declarations can be found at <https://www.dss.gov.au/grants/information-for-grant-recipients/financial-declaration> on the department's website.

## 7.8. Unexpended funds

The department expects grant funding to be fully expended in the financial year in which it is allocated. If service providers do not expend all grant funding received in a financial year, the department will either approve a roll over of the funds for use in the next financial year or recover the funds. FAMs will liaise with providers on the treatment of unexpended funds after the department has reviewed financial acquittal reports.

## 7.9. Review point

In 2023-24, the department will review the performance of service providers delivering FaRS. The department will measure performance across the period 1 July 2021 to 31 August 2023 using the assessment criteria in the matrix at **Appendix C**. The review will commence on 1 September 2023 (the review point) and the department will notify providers of their outcomes by 29 February 2024.

The review point is an opportunity for the department and service providers to check if grant activities are on track, identify areas for improvement, and work together to achieve improved outcomes for families and children in Australia.

Some assessment criteria for the review point take effect at various points after 1 July 2021 (e.g. criteria for reporting data in the Data Exchange). These criteria give service providers time to build their capability, troubleshoot problems and work towards targets by dates specified in the matrix.

The department has set targets for most assessment criteria, but providers will set their own targets for client numbers and client demographics in agreement with the department (see the AWP template and associated guidance for further information). The targets set by the department aim to be ambitious but realistic; they are based on the requirements of grant agreements, past performance of service providers delivering FaRS and trends across other programs funded by the department. The targets set the department's expectations of performance by, and following, the review point.

The department is committed to a holistic assessment of performance that considers the individual circumstances of service providers and the communities in which they operate. When assessing performance against the assessment criteria, the department will draw on qualitative information in AWP reports and other sources where relevant.

If a provider does not meet one or more assessment criteria, the department will work with the provider to improve performance. The department acknowledges that some providers may not meet some assessment criteria due to circumstances beyond their control. If a provider has credible reasons for not meeting one or more criteria, and the department has no further concerns, it may decide there is no need to work with the provider to improve performance.

Please note the assessment criteria at **Appendix C** are distinct from performance indicators in grant agreements. The assessment criteria measure performance against targets whereas the performance indicators measure performance by comparing similar service providers to one another. While there is some overlap in the types of performance measured by each method, the department will only use the assessment criteria to measure performance at the review point.

Service providers should contact their FAMs if they have questions about the review point.

## 8. Grant Administration

### 8.1. Grant recipients' responsibilities and accountabilities under the Activity

In entering into a grant agreement with the department, the grant recipient must comply with all requirements outlined in the suite of documents that comprise the agreement including:

- the Supplementary terms and conditions outlined in the grant agreement;
- the Commonwealth standard terms and conditions at Schedule 1 of the grant agreement;
- the Families and Children Program Guidelines; and
- these Operational Guidelines.

Grant recipients are responsible for ensuring:

- the terms and conditions of the grant agreement are met
- service provision is effective, efficient, and appropriately targeted
- highest standards of duty of care are applied
- services are operated in line with, and comply with the requirements as set out within all state and territory and Commonwealth legislation and regulations
- Aboriginal and Torres Strait Islander people have equal and equitable access to services
- they work collaboratively to deliver the program, and
- they contribute to the overall development and improvement of the program such as sharing best practice.

FaRS providers approved to deliver marriage education must ensure they comply with their obligations under the *Marriage Act 1961* and the *Family Law Act 1975*.

### 8.2. Other key requirements, policies, information & factsheets for service providers

All service providers must comply with the:

- [Families and Children Programme Guidelines Overview](#), which provides overarching guidance for all programs under the Families and Children Activity, including FaRS.
- [Families and Children Administrative Approval Requirements](#), which are a set of quality service standards, covering the key risk areas of governance, financial management, viability, people, performance management and issues management.

The following policies on the DSS and Community Grants Hub websites also apply to FaRS:

- [Access and Equity Policy](#)
- [Communication Policy for Services, Activities and Events](#)
- [Complaints Process for Grant Recipients](#)
- [Grant Recipient Complaints and Whistleblower Provisions](#)
- [National Redress Scheme Grant Connected Policy](#)
- [Online Safety](#)
- [Vulnerable Persons, Police Checks and Criminal Offences](#)

The Community Grants Hub website also has some helpful factsheets for service providers:

- [Factsheet on business processes](#)
- [Factsheet on strategic planning](#)
- [Factsheet on workforce design](#)

The department strongly encourages service providers to visit the Australian Institute of Family Studies' [Child Family Community Australia \(CFCA\) webpage](#) for free research and information for service providers that work in the child, family and community welfare sector.

## 8.3. Privacy

In accordance with the grant agreement general conditions, all FaRS service providers must comply with their obligations under the *Privacy Act 1988* (Privacy Act).

## 8.4. Grant Recipient Portal

The [Grant Recipient Portal](#) is a platform where grant recipients interact with the department's systems and services to self-manage their grant information. The Portal has been designed to make grant management simple and easy. The Portal allows grant recipients to:

- access their grants information in one place
- view their activities and milestones
- download copies of their payment advices
- update their organisational details and adding additional organisational users
- update their organisation's bank account details
- submit financial acquittals
- submit Activity Work Plans.

The department encourages all grant recipients to use the Grant Recipient Portal. For further information on accessing and using the Portal, please visit the [Community Grants Hub website](#) or contact the [Community Grants Hub](#).

## 8.5. Complaints

FaRS service providers must manage complaints in accordance with the minimum standards of the [Families and Children Activity Administrative Approval Requirements](#). Providers should also maintain appropriate whistleblower provisions.

The department expects service providers to make their complaints policies and processes readily available to staff, participants and the public. A complaints policy should include options for escalation both within an organisation and to the department if necessary (e.g. a participant is unhappy with a provider's handling of their complaint). The department expects providers to inform participants of their right to lodge complaints directly to the department via the [DSS Feedback and Complaints](#) webpage.

A complaint made by a participant should not adversely affect the relationship between a service provider and the participant.

Please refer to the following webpages for further information:

- [DSS Feedback and Complaints processes](#)
- [Grant Recipient Complaints and Whistleblower Provisions](#)
- [Contacting DSS](#).

## 8.6. Hot Issues and Media

Demand for, and increased public, media or political interest/scrutiny will periodically spike due to a variety of issues, including:

- something that is of interest to the target group;
- launches of new initiatives; and
- parliamentary proceedings, including senate estimate hearings and question time.

Identifying these issues and sharing the information with the department will enable more proactive service delivery responses.

Service providers must also alert the department of any less urgent issues, particularly where they affect services to clients.

The department must be informed if service providers are planning to engage with the media. It is important that the department is made aware in advance of what issues will be raised as this will allow the department time to prepare for any follow-up enquiries and/or to brief relevant stakeholders as necessary. For further information, please refer to the [DSS Communication Policy for Services, Activities and Events](#).

## 8.7. Critical Incidents

FaRS service providers must notify the department of critical incidents *as soon as possible* within 48 hours of incidents occurring or within 48 hours of becoming aware of incidents.

To notify the department, a service provider must complete the [critical incident reporting template](#), which will be available on the department's website from July 2021, and email it to their FAM. The service provider should telephone their FAM to advise the email is coming, and should confirm the department has received the email via telephone or an email read receipt.

The critical incident reporting template includes guidance, a checklist, examples of critical incidents and factors to consider when reporting a critical incident. The department expects all service providers to be familiar with the critical incident reporting template.

**Reports to DSS should only be prepared after immediate duty of care and reporting requirements have been addressed. For example, if someone is in immediate danger please call 000. If an incident is a matter for police or child protection, liaison and resolution with these authorities is always the priority.**

## 9. Glossary

**Activity Work Plan (AWP)** – is the document that details the activities that will be implemented under the Grant Agreement.

**Clients** – a client is an individual who receives or has received support or assistance from a service funded by a FaRS provider.

**The department** – The Commonwealth Department of Social Services.

**Families and Children (FaC) Activity** - is delivered under the Families and Communities Program and aims to support families, strengthen relationships, improve the wellbeing of children and young people and increase participation of people in community life to enhance family and community functioning.

**Families and Communities Program** – provides a range of services, focused on strengthening relationships, support families, improve wellbeing of children and young people, reduce the cost of family breakdown, strengthen family and community functioning and facilitate the settlement of migrants and humanitarian entrants into the community.

**Funding arrangement manager (FAM)** (formerly called grant agreement manager) – departmental officer responsible for the ongoing management of the grant recipient and their compliance with the grant agreement.



## 10. Appendices

### 10.1. Appendix A – Referral practice table

A provider's choice of referral practice will depend on a client's needs, what arrangements have been agreed with the service/s to which the client is to be referred and the capacity of both the provider and the service/s to which the client is to be referred. The department encourages service providers to use facilitated, warm and/or active referral processes whenever possible.

Possible term	Characteristics	Possible advantages and disadvantages
Passive referral	The client is given contact information for one or more other services and is left to make their own contact at a time that best suits the client.	This process gives responsibility to the client to take action on their own behalf. There is a greater likelihood that the client will not follow through with the referral if, for example, they lack confidence. The client may feel let down by the service and less inclined to reach out for help again.
Cold referral	The client is transferred to another service without any immediate communication between the referring organisation and the service. For example, the client is transferred to a call centre queue.	The other service may be unaware of the nature of the call or any information or services that the client has already received. The client may be frustrated that they have to re-tell their story and may not communicate their needs in a way that helps the other service understand why the client has been referred.
Facilitated referral	The referring organisation helps the client access another service. For example, the referring organisation makes an appointment with another service on the client's behalf or asks the other service to contact the client.	The other service is made aware of the client and the client is helped to access that service.  The client may need to wait for a response from the other service. There is a risk that the other service forgets to contact the client.
Active referral	The referring organisation helps the client access another service. With the client's consent, the referring organisation shares information it has collected about the client and/or its professional assessment of the	The client does not need to repeat all of their story and the service to which the client is referred has relevant information about the client. There is a risk that the referring organisation communicates the client's information in such a way that it is misinterpreted by the service receiving the referral.

Possible term	Characteristics	Possible advantages and disadvantages
	client's needs with another service.	
Warm referral	The referring organisation and the client contact another service together (e.g. in person, by telephone or virtual meeting, etc.). The referring organisation introduces the client, explains what has already been done to assist the client and why the client is being referred.	<p>This provides an open and transparent process in which information can be exchanged between the referring organisation, the client and the other service. All parties can clarify issues immediately and the client does not need to repeat all of their story. The client may feel more comfortable and be more willing to engage with the other service.</p> <p>This process relies on someone at the other service being available to talk with the referring organisation and the client when they contact the other service.</p>

## 10.2. Appendix B – Referrals checklist

The following checklist may assist staff to make effective referrals:

- I understand the client's situation and perceived needs.
- The client and I have discussed how to prioritise their needs and what options exist to help address their needs.
- The client is willing and ready to be referred.
- I have discussed what issues might make it difficult for the client to follow through with the referral.
- I am comfortable the service to which I am referring the individual is an appropriate service.
- To assist the client in attending a referral appointment, I have discussed issues such as:
  - Name, phone number, and address of the referral service.
  - Directions and transportation to and from the service appointment.
  - What the client can expect upon arrival at the service, along with the nature, purpose and value of the referral.
  - Written material about the service (if available).

Some additional points for staff to consider are:

- I have considered whether a facilitated, warm or active referral would be desirable, based on the client's:
  - ability to negotiate complex social situations
  - ability to provide and receive information
  - ability to tolerate waiting
  - level of ambivalence about seeking help
  - interpersonal style (e.g. passive or argumentative)
- If the referral is a passive or cold referral, I have provided sufficient information and 'coaching' to help make the referral successful.
- (Where appropriate) I have made a plan to follow up with the client to see how things went and to determine next steps.

## 10.3. Appendix C – Review Point Assessment Criteria

From 1 September 2023, the department will review the performance of each service provider using the assessment criteria in the table below. If a provider does not meet one or more criteria, and cannot provide a credible justification, the department will work with the provider to improve performance and reserves the right to undertake any remedial action in accordance with clauses 2, 13 or 19 of the Commonwealth Standard Grant Conditions.

This table sets out the Review Point Assessment Criteria.

Requirement	Description	Measure
Reporting requirements		
Participate in the Data Exchange (DEX) Partnership Approach	Report against appropriate outcome domains as specified in the <a href="#">DEX Program Specific Guidance</a> .  Meet the minimum requirements in the third and fourth reporting periods of the grant agreement (i.e. 1 July 2022 to 30 June 2023).	Minimum requirements for Data Exchange Partnership Approach include: <ul style="list-style-type: none"> <li>• 50 per cent of clients assessed for Circumstances.</li> <li>• 50 per cent of clients assessed for Goals.</li> <li>• 10 per cent of clients assessed for Satisfaction.</li> </ul>
Develop a program logic and theory of change	Develop a program logic and theory of change using the FaC Activity template.  The department will provide feedback on working drafts and approve final documents.	<ul style="list-style-type: none"> <li>• Submit a first draft by 31 March 2022.</li> <li>• Submit a final version by 30 June 2023 that is approved by the department.</li> </ul>
Submit Activity Work Plans (AWPs) and AWP reports	All providers are required to use the <a href="#">standard AWP report template</a> .	Submit AWPs and AWP reports by the milestone dates in the grant agreement.
Submit financial acquittal reports	All financial acquittal reports must be submitted in accordance with the requirements of the grant agreement and departmental guidelines.	Submit valid financial acquittal reports by the milestone dates in the grant agreement.

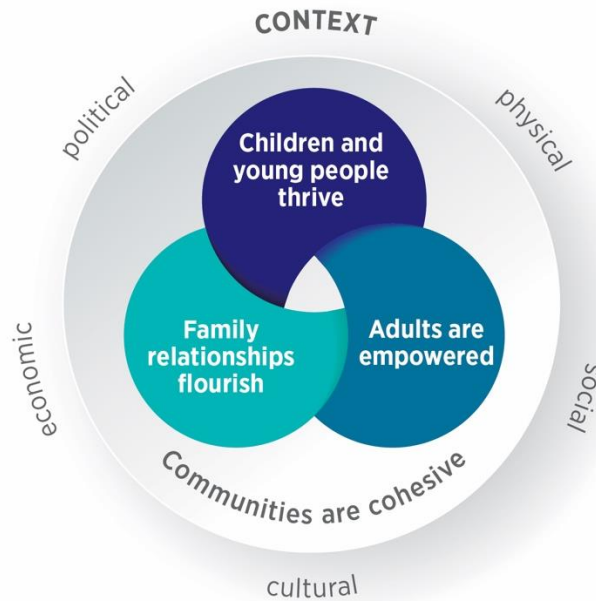
Requirement	Description	Measure
Data and outcomes assessment		
SCORE Client Circumstances	<p>Report against appropriate outcome domains as specified in the <a href="#">DEX Program Specific Guidance</a>.</p> <p>Meet the minimum requirement in the third and fourth reporting periods of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	80 per cent of clients with a complete SCORE assessment achieve a <b>positive or neutral change</b> in Client Circumstances.
SCORE Client Goals	<p>Report against appropriate outcome domains as specified in the <a href="#">DEX Program Specific Guidance</a>.</p> <p>Meet the minimum requirement in the third and fourth reporting periods of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	80 per cent of clients with a complete SCORE assessment achieve a <b>positive or neutral change</b> in Client Goals.
SCORE Client Satisfaction	<p>Report against appropriate outcome domains as specified in the <a href="#">DEX Program Specific Guidance</a>.</p> <p>Meet the minimum requirement in the third and fourth reporting periods of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	90 per cent of clients with a complete SCORE assessment report <b>positive</b> Client Satisfaction.

Requirement	Description	Measure
Target number of clients <sup>2</sup> assisted	<p>Each service provider sets an annual target for the number of clients it will assist. The target is agreed with the department and forms part of the AWP.</p> <p>Meet the annual target in the second financial year of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	Achieve the annual target number of clients assisted as agreed in the AWP.
Client demographic targets	<p>Service providers record the following demographic characteristics in DEX:</p> <ul style="list-style-type: none"> <li>• Indigenous status</li> <li>• Country of birth</li> <li>• Main language spoken at home</li> <li>• Disability, impairment or condition</li> </ul> <p>Each service provider sets annual targets for demographic groups its service will assist. The targets are agreed with the department and form part of the AWP.</p> <p>Meet the annual targets in the second financial year of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	<ul style="list-style-type: none"> <li>• Achieve the annual targets for assisting particular demographic groups as agreed in the AWP.</li> <li>• 80 per cent of clients have complete demographic data.</li> </ul>
Data quality	<p>Accurate reporting of clients' first names, surnames, genders and dates of birth.</p> <p>Meet the minimum requirement in the third and fourth reporting periods of the grant agreement (i.e. 1 July 2022 to 30 June 2023).</p>	<ul style="list-style-type: none"> <li>• 90 per cent of Statistical Linkage Keys (SLKs) are valid.</li> </ul>

<sup>2</sup> For guidance on acceptable levels of de-identified client data please refer to Program Specific Guidance for Commonwealth Agencies in the Data Exchange. For guidance on appropriate use of unidentified clients, please refer to the Data Exchange Protocols.

## 10.4. Appendix D - Outcomes Framework for the Families and Children Activity

(This framework is a draft)



### **AIM: CHILDREN AND YOUNG PEOPLE THRIVE**

#### **OUTCOMES:**

- Positive mental health and wellbeing
- Increased resilience
- Positive social relationships
- Safe at home and in the community
- Strong connections to social supports and community
- Strong connection to culture
- Greater participation in decision-making
- Optimal health and development
- Positive engagement in education and training

### **AIM: ADULTS ARE EMPOWERED**

#### **OUTCOMES:**

- Positive mental health and wellbeing
- Increased resilience
- Positive social relationships
- Safe at home and in the community
- Strong connections to social supports and community
- Strong connection to culture
- Greater participation in decision-making
- Improved self-efficacy and confidence

### **AIM: FAMILY RELATIONSHIPS FLOURISH**

#### **OUTCOMES:**

- Positive parenting/caregiver practices
- Positive caregiver-child relationship
- Respectful relationships
- Good communication
- Good conflict management

### **AIM: COMMUNITIES ARE COHESIVE**

#### **OUTCOMES:**

- Communities are safe
- Communities are inclusive
- Communities understand issues facing children, youth and families
- All community members are able to participate in decision making
- Services are accessible, appropriate and inclusive
- Services work together to support families
- Services have the capacity to respond to children's and families' needs

#### **WHAT DO WE MEAN WHEN WE SAY FAMILY?**

A family can be made up of anyone a person considers to be their family. Families can include children, but they may not. Family members contribute significantly to the wellbeing of each other and play essential roles in supporting each other through life's transitions, stresses and celebrations.

#### **WHAT DO WE MEAN WHEN WE SAY CONTEXT?**

The context is the physical, social, cultural, economic and political environment that clients are located within. It can influence the extent to which clients' basic needs, such as stable housing and food security are met, and in turn, can affect their ability to engage consistently and effectively with services.

The outcomes framework listed above is a draft, and has not been finalised.

Through the families and children consultations, the department received a large amount of feedback on the proposed outcomes framework, including the need for the outcomes to represent the best-practice approaches to service delivery. The department is working closely with the Australian Institute of Family Studies to incorporate service provider feedback and update the outcomes framework.

The department does not anticipate major changes will be made to the draft outcomes framework, and expects the outcomes framework to be finalised in mid-to-late 2021.

The department is also working with the Australian Institute of Family Studies to develop supporting documents to link the outcomes in the outcomes framework to appropriate indicators to allow these to be monitored and recorded in the Data Exchange.