



# BUILDING FAMILY OPPORTUNITIES

*Connecting Long-term Jobless Families to Employment*

# The Building Family Opportunities (BFO) Program 2014-2016

# UCWPA Staff Handbook



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## Positive Feedback / program and participant achievements

### Glossary of terms:

<b>BAFO</b>	Building Aboriginal Family Opportunities
<b>BAFOSW</b>	Building Aboriginal Family Opportunities Support Worker
<b>BAFEO</b>	Building Aboriginal Family Employment Opportunities
<b>BFO</b>	Building Family Opportunities
<b>BFOPM</b>	Building Family Opportunities Program Manager
<b>BFOSW</b>	Building Family Opportunities Program Support Worker
<b>BLO</b>	Business Liaison Officer
<b>CF</b>	Case Facilitator
<b>CFP</b>	Consolidated Family Plan
<b>CM</b>	Contract Manager (DSD)
<b>CRM</b>	Client Records Management (DSD Data Base)
<b>DES</b>	Disability Employment Service
<b>DSD</b>	Department of State Development
<b>EA</b>	Employment Access
<b>EPF</b>	Employment Pathway Fund
<b>EPP</b>	Employment Pathway Plan
<b>ESA</b>	Employment Services Assessment
<b>ESM</b>	Employment Services Manager
<b>FAP1A</b>	Family Assessment Part 1A
<b>FAP1B</b>	Family Assessment Part 1B
<b>FAP1C</b>	Family Assessment Case Closure
<b>FAP2</b>	Family Assessment Part 2 (Goals)
<b>GAS</b>	Goal Attainment Scale
<b>GEMMA</b>	General Employment Management and Monitoring Application
<b>ICS</b>	Information and Communication Services (UCWPA)
<b>ILP</b>	Individual Learning Plan
<b>JCA</b>	Job Capacity Assessment
<b>JSA</b>	Job Services Australia
<b>LGA</b>	Local Governance Area
<b>RAIT</b>	Referral and Assessment Intake Team
<b>UCWPA</b>	UnitingCare Wesley Port Adelaide

### Introduction

The Building Family Opportunities (BFO) program helps families who have been out of work for a long time by providing intensive support and assistance. The program provides integrated professional and practical whole of life services that enable members of jobless families to reach their full educational and employment potential. It does this by bringing together long-term jobless families, local community organisations, government, and employers to find solutions to complex issues that prevent families from participating in employment.

### BFO objectives

- Secure employment in a decent job for one or more members of the family by removing the barriers that prevent family members from working.
- Increase the educational attainment of family members by providing tailored learning, training, and skills development opportunities.
- Improve the responsiveness of systems and services so that families are able to access services in a seamless, timely and coordinated way.

## Program Description

BFO provides case management services to jobless families in areas where families experience considerable levels of economic and social disadvantage and is now applied in a range of contexts:

- **BFO Playford (2014-2016)** will assist 350 jobless families in the LGA of Playford, and has a target of 180 employment placements.
- **BFO Regional** will provide BFO services in Southern Adelaide; Far North, Mid North and Southern Flinders, that will assist 105 jobless families.
- **Building Aboriginal Family Opportunities (BAFO)** will assist 15 Aboriginal jobless families, in Western Adelaide identified by SAPOL.
- **Building Aboriginal Family Employment Opportunities 'Pilot' program.** Three approved non-government organisations (Uniting Care Wesley Port Adelaide, Uniting Care Wesley Country SA and Baptist Care) are funded to work with DSD 'Aboriginal Programs' to deliver the BAFEEO support to identified trainees and their families in Northern Adelaide, Western Adelaide, Port Pirie, Peterborough, Port Augusta, Whyalla and Southern Adelaide

### The BFO Program in Playford:

In September 2013 the Premier of South Australia, Jay Weatherill, announced funding for a new Building Family Opportunities Program in Playford as part of the SA Jobs and Skills Policy - the second of 14 policies announced to date which make up the SA Government plan for 'Building a Stronger South Australia'.

Ref: [Building a Stronger SA - 'Jobs and Skills'](#)

The Playford area has the highest concentration of jobless families in the State and in announcing the new UCWPA BFO on 14 February 2014, Minister Grace Portolesi as Minister for Employment, Higher Education and Skills and Minister for Science and Information Economy) said:

*"This particular region is going through significant economic transition, and it's important these families receive support. This program brings together long-term jobless families, local community organisations, government and employers to find solutions to complex issues that prevent families from participating in employment. By addressing these immediate issues, families are then able to work towards developing their skills and find work, with everyone supporting one another and drawing on the strength of the family unit."*

### The BAFO Program in Western Adelaide

In 2012, as part of the previous BFO Program run by UCWPA, DSD and SAPOL trialled the BFO 'whole of family model' as a way of assisting an Aboriginal family to address a range of issues in an effort to minimise / eliminate ongoing offending behaviour of younger family members (aged 14 to 21).

This has led to UCWPA being contracted by DSD 'Skills for Jobs in the Regions' (through agent Western Futures) to deliver 'Building Aboriginal Family Opportunities (BAFO) until December 2014 for up to 15 Aboriginal families residing in the Port Adelaide / Enfield, Charles Sturt and West Torrens LGAs.

### The BAFEEO Pilot Program

UCWPA has been contracted in Western and Northern Adelaide to provide BFO type services to assist Aboriginal people engaged in training, apprenticeships and cadetships in South Australia with support and programs provided by DSD 'Aboriginal Programs'.

It is anticipated between 20-30 percent of these may require additional support to sustain employment and/or progress from a training pathway to employment. 'Aboriginal Programs' in conjunction with the training providers and other sectors, will identify the participants and refer them to the BFO Program for case management services to assist them achieve training and employment goals.

Refer to '[BAFEO program details](#)' and DSD flyer [BFO - Supporting Aboriginal Participants' Success](#)

### **UnitingCare Wesley Port Adelaide – BFO program portfolio location**

The Senior Manager portfolios at UCWPA are 'Aged Care', 'Community Services', 'Business Services', 'Human Resources' and 'Organisational Development'.

The BFO program is administered by the 'Community Services' portfolio at UCWPA which delivers a wide range of Family, Children's, Youth, Mental Health, Employment, Homelessness and Housing programs.

The BFO Program provides intensive whole of family case management dealing with multiple and complex issues in a range of family life domains (e.g. housing, health, finances, education, legal, family relationships).

The primary BFO program focus is to assist jobless family members to move progressively along the [BFO Employment Continuum Scale](#) and into work. Hence the BFO program is directly managed by the Employment Services Manager along with UCWPA's Disability Employment Service, Employment Access (EA).

### **Information Management**

UCWPA ES utilises the 'GEMMA' database for participant related services (e.g. case notes).

IN addition, UCWPA's ICS administer a computer network whereby each service is allocated a section of a 'shared' server drive (the I:\Drive). This drive holds the hierarchy of storage folders for electronic documents and information for program participants, administrative functions and strategic management.

Go to the 'I' Drive ['Main entry point'](#) as the place to start sourcing documents, templates and reference material. The main area accessed by BFO staff on a daily basis is: [Shared\ES\BFO\BFO2014\COMMUNITY SUPPORT](#) . From there, you will most often use documents in the following folders:

- [CASES \(Clients\)](#)
- [COMMUNITY RELATIONS](#) (Liaison most commonly )
- [Forms & Templates \(MASTERS\)](#)

Hyperlinks to specific 'folders' and in some cases 'documents' and 'templates' are provided where relevant throughout this document.

### **The BFO Client Pathway & Service Model**

Family participation in the BFO program is voluntary and involves an assertive engagement and case management service for participants and stakeholders.

Please refer to the [Client Pathway](#) and the [UCWPA BFO Service Model](#) for an overview of this approach.

### **Bringing Services and People together**

The essential element of the BFO Program is the bringing together of long-term jobless families, local community organisations, government, and employers to find solutions to complex issues that prevent families from participating in employment. All BFO team members have a role to play and responsibilities in this regard.

Collaborative service arrangements require ongoing constructive and informed relationships with other service providers and key stakeholders to:

- Ensure that the BFO team is able to provide participating family members with accurate and timely information and supported access to information, advice and services that meet their needs from time to time;
- Encourage referral of families to the program from as wide a range of community and government service contexts as possible, and;
- Provide opportunities for joint service arrangements and representations on program / service solutions or initiatives relevant to evidenced needs of participating family members.

To manage engagement with community and government services and networks, each BFO team member is allocated **primary** responsibility for gathering and maintaining records of contact and program/service information for individual service sectors - e.g.

- employment
- education
- vocational and foundation skills training
- physical and mental health
- disability
- families and children
- financial management and budgeting
- cultural specific services and networks (e.g. Aboriginal and various refugee community representatives and services).

For allocation of areas of individual responsibility and storage of priority information documents not easily accessed via internet: [Liaison\Service Allocations](#)

For a common listing of service/network contacts: [Liaison\Master Contacts](#)

Here is recorded the following:

- BFO Service element
- Contact names
- Service Name
- Service addresses
- Land-line, mobile and email contact details
- URLs for organisations web sites; and
- URLs for specific programs services of note

*Example:* When information with relevance to a particular category comes to all staff, by means of widely circulated email or newsletter, the primary responsible person:

- saves a copy of important attachments in their appropriate folder in 'Service Allocations'
- ensures capture of contact and organisation information in 'Master Contacts'

DSD Monthly and Quarterly Service reports require provision of [Liaison\Network schedules](#) . BFO staff complete these on an ongoing basis during each month and the BFOPM consolidates them into service reports for BFO and BAFO.

The schedules include names and details of all contacts made by staff members during the month for:

- BFO service general promotion
- Information gathering from other services
- Collaborative service arrangements (e.g. Case conferences, individual services accessed on behalf of participants)
- Networking with other agencies regarding particular services, needs, initiatives in the region.

## **New Referrals**

This process is to ensure clear communication channels between the BFO program and referring agencies and timely responses to:

- acceptance of referral
- confirmation of eligibility
- facilitating next steps in servicing
- requests for further information
- clarification of referral information and known or apparent issues /circumstances of the referred family prior to program acceptance.

All referrals are to be made on the DSD approved [BFO Referral Form](#)

Potential referring agents can download the referral form and program information from the UCWPA web site [www.ucwpa.org.au](http://www.ucwpa.org.au) (Employment Services tab)

Referrals may come via community agencies, self referral by participants or internally via UCWPA staff.

- **Agency Referrals**

This will be the most common form of referral.

Referring agencies may include, but not limited to; Job Services Australia (JSA) providers, Disability Employment Service (DES) providers, Centrelink, Housing SA, and Families SA,

- **Self Referrals**

Self referrals can occur face to face, via telephone, or email.

The Case Facilitator (CF) can complete a referral immediately or at a later time as arranged with the participant.

The CF can direct back to an external agency referral point if assessed as a more informed referral source and/or consult other external agencies (as appropriate) to establish eligibility and to assess suitability and relevance of needs and circumstances prior to RAIT.

- **UCWPA Referrals**

As per Agency referrals above

ALL ORIGINAL referral forms received directly at UCWPA and SIGNED BY THE POTENTIAL PARTICIPANT are:

- Scanned and saved in the 'I' Drive at [New Referrals Yet to be Approved](#)
- Reviewed by the BFOPM
- If approved by the BFOPM, scanned and emailed to DSD Contract Manager (CM)
- Mailed to DSD GPO Box as per the address on the referral form.

## **Referral Assessment Intake Team (RAIT)**

All referrals are assessed in a timely manner, following receipt by the DSD Contract Manager, by that Contract Manger and BFOPM (or other delegated person). This can take place as a face to face meeting, by telephone or email exchange.

A [RAIT Assessment checklist](#) is completed by the BFO PM and a copy is scanned and emailed to the CM immediately following RAIT decision.

In cases where the referral is not accepted pending receipt of further information UCWPA is to seek advice from the referring party within 1 working day and forward to DSD on receipt.

In cases where the referral is rejected, the UCWPA BFOPM is to contact the referring party within 1 working day and to case note the advice and response received.

### **Family Allocation**

BFOPM and CF convene a BFO Family Case Allocation Meeting within 48 hours of referral acceptance.

New referrals are allocated to CF with capacity in caseload and within 72 hours of acceptance the CF plans initial engagement and service planning prior to first meeting to maintain “speed” of service.

CF creates participant file, GEMMA record and changes BFO staff 'ownership' on CRM.  
If there is a waiting list, BFOPM will negotiate capacity of caseload with DSD and monitor regularly.

Prior to initial interview, CF will contact referring agency, clarify referral information and risk assessment within 7 days of acceptance.

CF will schedule the interview by contacting participant to arrange meeting venue.  
If this interview is to occur at the family home, an initial risk assessment is to be completed and a second worker is to attend. CF will send Risk Assessment checklist and an acceptance letter.

A disciplined approach to the allocation and engagement process will support better outcomes for participants and meet BFO contract KPIs. The contract expectations of participant numbers on the caseload and over the life of the contract require participants to be assertively managed to achieve goals, this strategy will support engagement and compliance by participants. Ensure accepted referrals are within capacity limit to maintain quality of service.

### **Initial Interviews**

Initial Interviews are the first official meeting once the referral has been accepted. The CF will arrange meeting, as stated in 'Family Allocation', and check eligibility to ensure status is still valid within 24 hours of allocation. The [Initial Meeting Checklist](#) is used.

CF will speak to participant about any changes of circumstances, explain the program model to participant and provide written and verbal information as per script within 7 working days of RAIT - this will close the referral process and begin the relationship with the participant ensuring the participants get correct and consistent information.

At initial interview, CF will sight identification provided by participant. Accepted ID includes Customer Reference Number (CRN) card and 1 other form of ID- Photo ID is not required. Participant's consent details will be reviewed and discussions around any changes to consent details will occur.

The Client [Consent Form](#) is to be completed. Consent is a vital part of the participant's participation. It allows us to comply with legislation, communicate clearly with external agencies and interested parties with consent and optimises opportunity of collaboration with consent.

CF will secure a [CFP Agreement](#) to participate and develop a Consolidated Family Plan to be signed off as part of the initial interview. This establishes initial service agreement and allows participant to be considered as 'active'.

CF will develop an initial CFP, complete genogram, identify barriers ( [BFO Challenges Barriers to Work](#) and [BFO Family Needs Assessment Checklist](#) ) and goals, map collaborative pathway, schedule 3 month formal CFP review(see [Family Case File Review checklist](#) ) and 6 month Employment Continuum review [Employment](#)



[Continuum Scale Review](#) in Microsoft Outlook calendar either at initial or 2nd interview where the [2nd Meeting Check List](#) is used, paying particular attention to completion of the [WHS Home Visits Risk Assessment Form](#)

### **Assertive engagement and case management**

Assertive engagement and case management will ensure timely response and intervention.

Each CF will negotiate a contact regime in line with participant program status - active, low-level support or temporary suspension.

For active participants a minimum of one contact per week is required.

Initial contact may be via telephone, text message, email or other strategies as appropriate.

When a participant fails to attend or engage, attempts by the CF to reengage must happen on the same day with the aim of contact secured within 24 hours.

CFs will be aware of and account for participant's barriers or vulnerabilities and ensure adequate support is provided (i.e. reminder text).

Proactive regular contact with stakeholders (e.g. JSA/DES/Referring Agency, DECD and other services) will aim to establish and maintain a level of collaborative service arrangements in line with the needs of participating family members. These relationships impact on our aim to have 100% of EPPs and ILPs incorporated in the CFP and 100% of plans reviewed within 3 months.

Formal CFP reviews are to occur each quarter (at 3, 6, 9 and 12 months) of participant's participation by CF.

At 6 months a review of progress along the employment continuum is to occur to assist our KPI of 80% progress along the employment continuum by 6 months. Progress is then updated continually.

### **Case Notes**

Case notes are a fundamental part of case management - they track the participant's activity and events over the life of their time on the program and allow us to comply with relevant legislation. Case notes contain vital information and must be completed within 24 hours of contact.

Case Notes are required to be kept up to date, be a factual account of what occurred, be non discriminatory and non judgemental.

UCWPA Employment Services uses GEMMA - General Employment Management and Monitoring Application- as our in-house database. GEMMA is a web based application and is used by both programs of Employment Services. BFO staff members have their own logins and are accountable for every entry.

Staff are to use the SOAP case note model to achieve consistent, up-to-date and accurate case records.

SOAP = Subjective  
Objective  
Assessment  
Plan

Staff are to record events such as, but not limited to, attendance, non-attendance, attempts to reengage, provision of direct and indirect support, individual and family achievements of note, home visits and travel time.

Case notes are used to report to DSD, UCWPA and for other auditing requirements. Completing case notes accurately ensures we are reporting on correct data in line with needs of funding agreements.

## **Resumes**

All participants should have an up-to-date resume, with this being placed on file within 1 month of program commencement. CFs are to ensure each participant has a resume and that it is reviewed and tailored for applications. Where a JSA/DES is involved, preparation of resumes and cover letters can be completed by the JSA/DES provider.

This complies with DSD's contract KPIs to engage JSA/DES and to promote the intent of the program.

Resumes can be used as a tool to reflect progress and reinforce program objectives. They can be received and saved to the system via USB, email and/or hard copy.

## **Employment Assistance**

Our role is to:

- negotiate BFO / JSA role and responsibilities (e.g. activities and assistance are updated in EPP)
- support participants to access work preparation activities (such as; training, work experience, voluntary work, counselling, mentoring, paid employment options);
- support participants to apply for and accept job opportunities;
- ensure JSA/DES and Centrelink are notified and update EPP;
- connect participants to relevant services and opportunities identified through BFO and service provider/network relationships;
- negotiate utilisation of EPF and other JSA supports;
- support participant to utilise EPF for any start up purchases (e.g. boots, uniforms);
- record details of employment in GEMMA and CRM (e.g. hours worked by participant);
- develop a Post Placement Support plan;
- support participants to plan for work (e.g. arrangements for child care as relevant).

The BLO is able to assist participants in a range of employment canvassing and interview preparation activities. Please refer to the [BLO Referral Procedure](#) and [BLO Referral Form](#) .

All these tasks ensure that:

- participants meet Centrelink and/or JSA/DES compliance
- participants are actively moving towards their goals set out in their CFP
- we use available assistance to support participant activities and maximise successful outcomes
- we meet contract KPIs of 180 job placements and 80% of participants move along the employment continuum within 6 months.

## **Education Placements**

CFs work towards achievement of the BFO program objective to maximise effective participation in education/training by all members of participating families by:

- assisting participants to identify and access suitable education/accredited training placements;
- providing support and counsel to participants in education or training;
- liaising with education and training providers regarding provision of and access to appropriate support services to optimise participation and successful completions (e.g. referral to Learner Support Services).

### **Participant Funding**

BFO brokerage funds are to be used where no other funding is available. Leveraged funds are to be used in first instance e.g. EPF and CFs should negotiate EPF with JSA. CF and the BFOPM are able to approve use of funds, and funds are only available once participant has commenced and signed agreement to undertake CFP. A funding allocation of brokerage is budgeted for each primary participant only - secondary participants cannot access this allocation. This money is non-transferable and will be reviewed and monitored by ESM. All funding relates to employment and assistance.

CF is authorised to purchase up to \$500 per participant per calendar year. Any additional funding must be approved by BFOPM, and anything over \$1000 must be approved by ESM.

### **Case Reviews and Participation Reviews**

Case reviews will be completed for each active participant every three (3) months in line with contract obligations. Case reviews support assertive case management practices by providing a regular check of case management activity and participant engagement. The CF and BFO PPM will use the case review process to formally discuss participant progress towards FAP goals, the status of the participant in the program, and develop strategies to support the CF and Participant to progress.

[Case reviews](#) will be kept on file electronically in GEMMA.

### **Post Placement Support**

To meet the BFO contract aim of 'decent and sustainable employment', once a participant achieves employment the CF is required to negotiate a support plan with participant and JSA/employer where appropriate to define responsibilities of all parties (e.g. who's doing what). CF should ensure the participant's JSA/DES has updated the EPP, record participant support hours and activities in GEMMA and CRM, and ensure communication with key agencies.

Participants are to be contacted daily during the first week of employment. A review will then take place with a minimum weekly or fortnightly contact as agreed with JSA/DES provider.

### **Caseload Status and Management**

To ensure service and caseload capacity to meet contract KPIs and provide participants with support commensurate with needs, we need to monitor participation and participation requirements in line with participant circumstances.

Structure caseloads as follows, and these are to be reviewed by CF and BFO PM as required;

<b>Phase / stage of program</b>	<b>Contact requirements</b>
Active / start up	High contact regime
Active / light activity (studying, primarily working with another key agency)	Fortnightly / monthly
Suspended (due to illness, incarceration or other issues)	Monthly
Post Placement Support	Negotiated contact
Flexible ongoing support	Bi monthly / quarterly contact

## **Transfers**

Transfers occur when a family transitions from the BFO program to another service or agency as appropriate for the family at the time because we are unable to service them for different reasons. This may include non eligible families in some instances. CF develops strategies to ensure each family is transferred to an appropriate alternate service within 7 days of determination.

## **Program Exit / Case Closure**

Timely exits:

- are required to support effective management of caseloads
- ensure optimum level of access to the BFO service for eligible families
- facilitate through the 2 points above, the achievement of the BFO contract KPI target for the number of assisted families
- ensure effective use of funding, and that active participants are legitimately being assisted.

While 'Exits' are intended to always be a planned and negotiated case closure, exit may be initiated due to non-engagement (where re-engagement strategies have failed) or ineligibility

The BFOPM and CF will plan a transition strategy at end of program or as an agreed outcome post placement. Exits are approved by Program Manager and recorded to ensure caseload equity within 7 days.

Sometimes a [CFP Review Transition](#) plan with referral to key agencies may be appropriate.

If this is the case, CF will complete an agreed transition plan including update to JSA/DES EPP and other services, complete the closure report on CRM and update details on 'GEMMA' after each and every exit.

## **Service complaints /negative feedback**

Building Family Opportunities and UnitingCare Wesley Port Adelaide have a commitment to uphold people's legal and human rights and ensure that we provide a safe and respectful service environment in alignment with our Vision Statement and UCWPA, values and goals.

Accordingly we respect the right of program participants and workers in other agencies and services with whom we collaborate in delivery of our services, to complain about and/or provide constructive feedback on elements of service delivery about which they may have concerns.

Raising an Issue: Staff will work with program participants and representatives of other agencies to resolve any such matters if they arise and if any of these parties wish to progress to lodge a formal complaint, this must be facilitated.

## **Complaints process:**

UCWPA Intranet provides the appropriate reference for Employment Services Staff to the [Employment Services Complaints Process](#) to be followed when responding to complaints or other / negative feedback.

## **Positive Feedback / program and participant achievements**

Wherever possible with the consent of, and in manner giving appropriate consideration to the privacy of participants, and staff of UCWPA and external agencies, to record and promote as appropriate the achievement of the BFO program and its participants.

The UCWPA [Publicity Consent Forms](#) and the DSD [Adult Consent Form](#) and [Child Consent Form](#) must be used for events, films, photographs or other publicity purposes where identity of participants is approved by them.

