Activity Work Plan Guidance

Families and Children Activity

Contents

Version History

Version number and date	Changes
1. 29 July 2020	-
2. 19 August 2020	-
3. 30 April 2021	-
4. 5 August 2021	-
5. 10 May 2022	• Updates to all sections except *Activity Work Plan Progress Report* to improve clarity. • Added new sections with guidance specific to Communities for Children Facilitating Partners. • Updated Appendix A to improve clarity.

Purpose

This Activity Work Plan (AWP) guidance document will assist grant recipients funded by the Department of Social Services (the department) to deliver one or more of the following grant activities:

- Budget Based Funded (BBF)
- Children and Parenting Support Services (CaPS) (excluding five national CaPS services with five-year grant agreements)
- Communities for Children Facilitating Partners (CfC FP)
- Family and Relationship Services (FaRS), including Specialised Family Violence Services (SFVS)
- Family Mental Health Support Services (FMHSS).

The completion of an AWP is a requirement of funding. Grant recipients *must* develop AWPs in agreement with their Funding Arrangement Managers (FAMs). Once agreed, AWPs form part of grant agreements.

If you still have questions about completing AWPs or AWP reports after reading the guidance in this document, you should contact your FAM.

How does the department use AWPs?

FAMs review AWPs to understand activities and deliverables that grant recipients will complete over a period of time to meet obligations in their grant agreements. FAMs also use AWPs to support dialogue with grant recipients about service delivery and compliance with grant agreements.

Policy teams review AWPs to identify common themes or issues that may inform policy development. Policy areas also use AWPs to inform grant-related reporting to the Australian Government.

Due dates

Grant agreements specify the dates by which grant recipients must submit their AWPs and AWP reports to the department.

Updating existing AWPs

AWPs are 'living documents' that grant recipients can update at any time, subject to agreement from the department. Grant recipients *must* raise any proposed updates to AWPs with their FAMs, and FAMs *must* approve updated AWPs in order for these new versions to take effect. The department may ask grant recipients to update their AWPs in response to issues that impact grant programs (e.g. COVID-19 pandemic).

> **Coloured text boxes**
>
> This document refers to resources developed by the department and the Australian Institute of Family Studies for grant programs under the Families and Children Activity. This document highlights these resources in coloured text boxes like this for easy identification.

Terminology

Key terms used in this document are defined as follows:

- *Grant activity* – refers to the grant activity described in *section B. Activity* of a grant agreement. Sometimes this document will use the terms 'service' or 'activity' in place of 'grant activity'.

- *Client* – refers to any individual who receives a service (as part of a grant activity) that is expected to lead to one or more measurable outcomes.

- *Program* – refers to the overarching grant program under which the department funds grant activities. For example, Budget Based Funded is a grant program.

- *Services/activities/deliverables* – refers to interventions or products that grant recipients deliver as part of their grant activities. For example, a supported playgroup, a workshop, a counselling service, a webpage, an information pamphlet, etc.

- *Barrier* – refers to a practical or systemic issue that prevents potential clients accessing or participating in services. For example, a lack of English language proficiency, social stigma, poor public transport in a community, etc.

Activity Work Plan guidance for all grant programs except CfC FP

This section sets out guidance on developing AWPs for all grant programs **except CfC FP**. For guidance on developing an AWP for CfC FP, refer to [Activity Work Plan guidance for CfC FP](#) on page 18.

For guidance on completing AWP reports, please refer to [Activity Work Plan Progress Report](#) on page 23.

AWP templates

Grant recipients can find the AWP templates for their grant activities on the [department's website](#). Please consider restricting information in each text field of an AWP template to 200 words — grant recipients are welcome to include more information if necessary.

Grant recipients may attach to their AWPs any supporting documentation that they consider relevant. Attaching documents to an AWP does not waive the requirement to complete all text fields in the AWP as instructed.

Structure of guidance

The guidance in this document is separated into sections that correspond to sections in the relevant AWP templates. The number and title of each section below corresponds to the number and title of each section in the relevant templates.

1. Activity details

Organisation name

Use the current legal name of your organisation as stated in your organisation's grant agreement (refer to the section in the grant agreement named *Parties to this Agreement*).

Please notify the department immediately if there has been, or will be, a change to your organisation's legal name since the grant agreement took effect.

Grant Activity name

Please use the Grant Activity name as it appears in section *B. Activity* of your organisation's grant agreement.

Grant Activity ID

The Grant Activity ID is an alphanumeric code with the following format: *4-XXXXXXX*. A Grant Activity ID is different to an Organisation ID, Agreement ID or Program Schedule ID.

To find your Grant Activity ID, go to the beginning of section *B. Activity* in your organisation's grant agreement and look at the alphanumeric code in the header of that page.

This Grant Activity ID allows the department to confirm that your AWP relates to a specific grant agreement.

Funding allocation

State your organisation's funding allocation for each financial year covered by the AWP.

Grant funding allocations are set out in section *D. Payment of the Grant* of your organisation's grant agreement.

Service description

Provide a brief summary of the grant activity that your organisation will deliver. You may wish to include the clients that your grant activity will target and the outcome(s) it aims to achieve. Here's an example:

> *"Our service offers a supported playgroup once a fortnight, with a focus on families from culturally and linguistically diverse backgrounds. The playgroup is run by a qualified and experienced facilitator. Parents who attend the playgroup can request in-home visits from a trained facilitator to assist them improve and promote positive parenting techniques and positive parent-child interactions in their home environment. Our service has strong links with other services in our local community and acts as a 'soft entry point' that links families to other formal supports as necessary. Our services seek to improve parenting confidence and skills, family resilience, and connections between families and their communities."*

2. Activity deliverables

Please note you may duplicate the table in this section as many times as necessary to describe each service and deliverable that your organisation will deliver during the AWP period. Grant recipients generally create separate tables for each service and deliverable and/or each service area in which they deliver services.

Service name(s)

Name of a specific service or deliverable that your organisation will deliver.
For example: *Circle of Security*, *Parents as Teachers*, *Triple P Positive Parenting Program*, a supported playgroup, a counselling service, in-home visiting, etc.

Data Exchange service type(s)

List one or more 'service type' categories that your organisation will use when reporting its delivery of a service in the Data Exchange.

To see a list of eligible service types for your grant program, refer to [Program Specific Guidance for Commonwealth Agencies](#).

Information on service types helps the department link services in your organisation's AWP with data reported in the Data Exchange.

Service location(s)

The location(s) of service delivery. Locations should include state/territory, Local Government Area(s) and statistical area (as per the statistical areas listed in *section B. Activity* of your organisation's grant agreement).

Outlet location(s)

The location of any outlet from which your organisation delivers services. Include the physical address of each outlet. Please note the outlets listed in the AWP must match the outlets your organisation has recorded in the DEX.

Your organisation should list any changes to outlets in this section of the AWP.

If an organisation has many outlets, you can attach a list with the requested information instead of completing the table in this section of the AWP template.

Needs statement

Outline the need for the service, identifying key issues within the service area that the service seeks to address and the groups that may experience these issues. The information should include an outline of current circumstances, supported by data, and desired changes.

> **Needs assessment and planning service delivery**
>
> The department strongly encourages grant recipients to undertake needs assessments to clearly define issues that their grant activities are trying to address.
>
> It is important to consider how service delivery will be sensitive to the needs of the target population, including how service delivery will be culturally appropriate and trauma informed.
>
> The Australian Institute of Family Studies has a publication on needs assessment and a program planning and evaluation guide that can help your organisation undertake a needs assessment and plan service delivery.

Output(s)

Outputs are actions that your organisation will complete to achieve outcomes. Outputs should be specific, measurable and clearly linked to the intended outcome(s) of a service or deliverable.

Here are examples of outputs (the first refers to a service; the second refers to a deliverable):

> "*Deliver 40 one-hour playgroup sessions in 2022-23 that focus on practical exercises to build positive caregiver-child relationships. Sessions will be delivered once a week, on average, but won't be delivered in December 2022 or January 2023. Each session will accommodate up to 10 parents or carers and their children.*"

> "*Develop and publish a straightforward pamphlet on the importance of play and social interaction for the normative development of young children.*

Frontline staff will hand out the pamphlet to potential and existing clients with an aim to increase awareness of positive parenting/caregiver practices that can lead to positive development for children. We intend to start circulating the pamphlet by 31 October 2022."

Outcome(s)

Outcomes are the changes that a service or deliverable aims to achieve.

Outcomes should be specific and measurable, and should outline the changes expected to occur from an output. It is possible that your organisation is seeking to achieve multiple outcomes through a single output.

Grant recipients should state outcomes from, or that closely align with, the Families and Children Activity Outcomes Framework. If your organisation states outcomes that align with the Outcomes Framework, please consider linking them to outcomes stated in the Framework (see the example below with parentheses).

Here are examples of outcomes (the first refers to an outcome from the Outcomes Framework; the second states an outcome that aligns with the Outcomes Framework and links it to an outcome stated in the Framework):

"*Improved engagement in education and training.*"

"*Improved knowledge of responding to children in a positive and predictable way (aligns to the outcome 'positive parenting/caregiver practices' in the Families and Children Activity Outcomes Framework).*"

Timeframes

Outline when your organisation expects the service or deliverable to achieve a milestone or make an impact that makes progress towards the stated outcome(s).

Depending on your organisation's stated outcome(s), progress might occur over a short, medium or long period of time.

- *Short-term outcome(s)* – an immediate change brought about by service delivery. Short-term outcomes are often associated with changes in skills or knowledge. For example, parents gain knowledge of how to respond to children in a positive and predictable way.

- *Medium-term outcome(s)* – generally build upon short-term outcomes and work towards long-term outcomes. Medium-term outcomes are often associated with changes in behaviour. For example, parents report they respond to their children in positive and predictable ways more often than in the past.

- *Long-term outcome(s)* – often the ultimate goal that a grant activity aims to work towards. For example, positive parenting/caregiver practices.

Examples of the timeframes:

> "*We anticipate parents/caregivers will report improved knowledge of responding to children in positive and predictable ways upon completion of our two-hour positive parenting course, which will run in July and August 2022.*"

> "*We anticipate parents/caregivers attending our service will report responding to their children in positive and predictable ways more often within three months of participating in our fortnightly group sessions on putting positive parenting into practice, which commence in August 2022.*"

Measure(s) of success

Identify one or more measures of success for your organisation's stated outcome(s). This should include indicators that will, once collected, demonstrate the impact of your organisation's action(s).

A measure of success includes what your organisation intends to measure (e.g. 'percentage of clients with improved parenting skills', 'percentage of clients with increased engagement', etc.), how it will be measured (e.g. tools/mechanisms such as client surveys and questionnaires or specific outcomes measurement tools), and when it will be measured (e.g. before, during, and after delivery of a service or completion of a deliverable).

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Measurement tools / evaluation

If you want to learn more about using appropriate measurement tools to demonstrate the impact of your organisation's actions, a useful resource to read is 'How to choose an outcomes measurement tool' on the AIFS website.

If you want to learn more about evaluating the impact(s) of your organisation's grant activity on clients, two useful resources to read are 'Planning for evaluation' and 'Evaluate your program or service' on the AIFS website. These resources include guidance on selecting outcomes, identifying indicators and collecting data for indicators.

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If your organisation uses an outcomes measurement tool that has not been translated into Standard Client/Community Outcomes Reporting (SCORE) (as outlined in the SCORE Translation Matrix), or hasn't adapted a standard tool to suit its needs, you may wish to attach the tool to your AWP for information.

Data Exchange (DEX) Standard Client/Community Outcomes Reporting (SCORE) deliverables

This section only applies to grant recipients delivering FaRS, SFVS or FMHSS.

Describe actions your organisation will take to meet the DEX requirements of the Families and Children Activity review point. For further information on the review point, refer to your grant agreement and the operational guidelines for your grant program on the Families and Children Activity webpage.

3. Service delivery targets and barriers to participation

The purpose of this section is to provide information about the target group(s) of your organisation's grant activity and how your organisation will address barriers to service participation that might prevent the target group(s) accessing or participating in the grant activity.

> **Safe and Supported: The National Framework for Protecting Australia's Children 2021-2031**
>
> The department is interested to know whether services are supporting any target cohorts identified in the National Framework. Throughout the AWP, providers should consider how their grant activities can best support children and families who are experiencing disadvantage and/or vulnerability.
>
> The target cohorts of the National Framework are:
>
> - Aboriginal and Torres Strait Islander children and young people
> - children and families with multiple and complex needs
> - children and young people experiencing, or who have experienced, abuse and/or neglect, including children in out-of-home care and young people leaving out-of-home care and transitioning to adulthood Children and young people with disability, and/or parents/carers with disability.
>
> You may also wish to consider other key initiatives and cohorts such as those outlined in the *National Plan to End Violence against Women and Children 2022-2032* and *Australia's Disability Strategy 2021-2031.*

Service delivery targets

Target

The department requires service providers to set annual targets in their AWPs for the total number of clients they expect to support in each financial year, as well as the number of clients they expect to support from each of the following demographic groups (where applicable to their grant activities):

- clients that are culturally and linguistically diverse
- clients that identify as Aboriginal or Torres Strait Islander
- clients that identify as persons with disability.

Refer to Appendix A for detailed guidance and examples.

Each target *must* be a whole number, not a range, percentage, ratio or anything other than a whole number.

Description

Describe the reasoning for each target, including why a target is appropriate based on the nature of your organisation's grant activity and the demographics and needs of the local community(ies). Refer to Appendix A for detailed guidance.

Barriers to Service Participation

The department wants to understand how grant recipients are making sure potential clients can access and fully participate in their grant activities.

Please note you may duplicate the table for barriers to service participation as many times as necessary to describe each barrier that your organisation will address.

> **Access and equity**
>
> The department's [Access and Equity Policy](#) provides guidance on making sure grant activities are accessible to all eligible Australians, responsive to their needs, and deliver equitable outcomes. The department encourages all grant recipients to read this policy when considering possible barriers to service participation.

Participation barrier

Identify a barrier to access or participation that your organisation will address. Outline how your organisation identified the barrier and how it impacts existing or potential clients.

You may wish to consider barriers faced by client groups including, but not limited to, people who identify as Aboriginal and/or Torres Strait Islander people, people from culturally and linguistically diverse backgrounds, people with disability, people with diverse sexual orientation, sex or gender identity, single parents, fathers, young parents, grandparents, kinship carers, and any target cohorts in *Safe and Supported*: *The National Framework for Protecting Australia's Children 2021-2031*.

Clients / client group

Identify clients that are impacted by the barrier.

Deliverable

Outline the action(s) your organisation will take to address the barrier. The action(s) should be specific, measurable, and clearly link to one or more outcomes.

Outcome

Outline one or more outcomes that your organisation will seek to achieve by addressing the barrier.

Measure of success

Outline how your organisation will measure progress towards addressing the identified barrier (e.g. method, tools, etc.), including the timing of measurements (e.g. before and after the action(s) your organisation will undertake).

4. Evidence base

The department expects grant recipients to deliver services that are based on, and supported by, evidence.

Your organisation can draw on information in this section of the AWP to inform its program logic (a requirement in your its grant agreement), and vice versa.

Evidence source

Summarise the evidence that forms the basis of, or supports, your organisation's grant activity. All evidence should be directly relevant to your grant activity. The more specific the evidence is, the better.

There are many different sources of evidence you may wish to consider, including:

- *published research* (e.g. one or more peer-reviewed studies that analyse the impact of an intervention)
- *evaluation* (e.g. a formal assessment of the impact and value of an intervention based on data)
- *practitioner knowledge* (e.g. practitioners within your organisation that have identified trends that are supported by data)
- *local knowledge* (e.g. feedback from your clients and the local community on the impact of your service).

When considering sources of evidence, you may wish to draw on resources on the AIFS website such as 'Understand the issue'. This may help your organisation identify and understand relevant research on the issues that your grant activity seeks to address.

Use of evidence in service delivery

Explain how the key elements of your organisation's grant activity align with the evidence you have summarised. This is also an appropriate place to note how your organisation has adapted evidence-based service delivery to better meet the needs of its target group(s) in the service area(s).

Information in this section could include information about appropriate staff training or internal guides on how services should be delivered in line with evidence and research.

Practitioner guides

Your organisation may wish to consider the list of 'Practice guides' on the AIFS website. AIFS has published guides on a range of topics, each of which is designed to assist practitioners, managers and service providers in their work. Your organisation may also wish to consider 'A guide to implementing evidence-informed programs and practices'.

5. Risk management

Risk

Identify key risks that could affect the successful delivery of activities, outputs and/or outcomes. Risks might include, but are not limited to:

- *Activity risks* – situations that could affect the entire grant activity and undermine successful service delivery (e.g. loss of premises, withdrawal of key partners, failure of key dependencies, etc.).

- *Operational risks* – situations that could significantly disrupt or prevent day-to-day operations and service delivery (e.g. failure of internal processes or systems, staffing issues, data breaches, etc.).

- *Health and safety risks* – situations that could jeopardise the health and/or safety of staff, clients or other members of the public.

- *Financial risks* – situations that could compromise the financial viability of the grant activity and significantly disrupt or prevent service delivery.

- *Reputational risks* – situations that could undermine public support or acceptance of the grant activity.

Child safety

In this section, you should also consider your organisation's child safety obligations in its grant agreement and the National Principles for Child Safe Organisations (National Principles). For further information, please refer to your grant agreement, the Child Safety for DSS-funded organisations webpage on the department's website and the National Principles for Child Safe Organisations webpage on the National Office for Child Safety website.

All grant recipients that subcontract other organisations to assist with the delivery of grant activities are responsible for ensuring subcontractors implement the National Principles. Grant recipients *must* provide training and establish compliance regimes to ensure all subcontractors are aware of, and comply with, the National Principles.

For additional guidance material on becoming a 'child safe' organisation, including self-assessment and e-learning tools, please visit the Child Safe Organisations website.

Domestic and family violence

In this section, you could also consider risk management as it relates to domestic and family violence. Further information on domestic and family violence risks can be found in the National Risk Assessment Principles.

Some providers may be required to comply with state or territory service delivery and/or risk assessment standards for supporting women and children affected by domestic and family violence or sexual assault.

How the risk will be managed

Outline the action(s) your organisation will take to mitigate and/or manage each risk.

Safety Planning section (for Specialised Family Violence Service providers only)

Outline how your organisation will ensure the safety of staff and clients when delivering its grant activity. You should identify the relevant Commonwealth and State and Territory requirements and obligations your organisation must comply with when delivering its grant activity.

You should also consider your organisation's management strategies, including assessment tools to ensure the safety of staff and clients.

6. Budget

The department wants to understand how your organisation allocates its grant funding to deliver services.

The department is seeking information on budget allocations across a broad range of categories related to service delivery (e.g. staff salaries and on-costs, training, office accommodation, materials and supplies, transport, travel, administration, utilities, ICT, etc). Of particular interest is how your organisation allocates funding between service delivery (e.g. staff costs, materials, etc.) and overhead costs related to the day-to-day administration of its grant activity.

Where applicable, your organisation's budget should account for any funding rolled-over from a previous financial year.

Where applicable, your organisation should break down its budget by state and/or territory service delivery.

If your organisation's AWP covers more than one financial year, you *must* break down the budget by financial year.

Please note you can create new rows and columns in the table as necessary.

Items

Budget 'line items' / key categories of costs that your organisation is budgeting for in each financial year (e.g. staff salaries and on costs, training, rent, vehicle/transport costs, etc.).

Budgeted Amount

The amount of funding your organisation has allocated to each line item / category for each financial year.

7. Stakeholder engagement and referral pathways

This section seeks information on how your organisation promotes its grant activity and works with stakeholders to achieve better outcomes for families and children.

Community engagement

When completing this section, you may wish to refer to the following resource on the AIFS website: [Community engagement: a key strategy for improving outcomes for Australian families](#).

Service promotion

Report if your organisation has met its obligation to list its grant activity on an online directory. For further information, refer to section *B. Activity* in your organisation's grant agreement.

Service directories

The department publishes a [list of service directories](#) that your organisation should consider for public listings of its grant activity. The department's list is not exhaustive and some directories might not apply to your service (e.g. a directory might apply to a particular state or territory in which your organisation does not deliver its grant activity).

Stakeholders

Identify stakeholders that your organisation works with to support the delivery of its grant activity and achieve better outcomes for families and children, including any established referral pathways it has with other organisations.

Place-based collective impact initiatives

Please consider if there is a place-based collective impact initiative in your local community (e.g. [Stronger Places Stronger People](#) and [Empowered Communities](#)) that your organisation might be able to work with.

The department has a strong focus on ensuring that services it funds within communities collaborate with one another where possible.

Aboriginal and Torres Strait Islander partnership–centred approaches

The department is committed to working with Aboriginal and Torres Strait Islander stakeholders to improve outcomes for their families and children. You are encouraged to develop collaborative relationships with local Aboriginal and Torres Strait Islander organisations and families and children to ensure that services are culturally safe and appropriate.

You may wish to consider guidance developed by SNAICC on [building partnerships between Aboriginal and Torres Strait Islander organisations and non-Indigenous organisations for child and family service delivery](#).

> **Platform C**
>
> *Platform C* (https://platformc.org/) is a first-of-its-kind online resource to support communities that want to tackle complex social issues like entrenched disadvantage, childhood vulnerability, domestic violence, homelessness and discrimination. Your organisation might find this resource useful.

8. Feedback / Additional information

This section is optional.

You can use this section to provide information about any aspects of the grant activity that is not already captured in other sections of the AWP.

Activity Work Plan guidance for CfC FP

This section offers guidance on developing an AWP for CfC FP.

For guidance on completing AWP reports, please refer to Activity Work Plan Progress Report on page 23.

AWP templates

Grant recipients can find the AWP templates for their grant activities on the department's website. Please consider restricting information in each text field of an AWP template to 200 words — grant recipients are welcome to include more information if necessary.

Grant recipients may attach to their AWPs any supporting documentation that they consider relevant. Attaching documents to an AWP does not waive the requirement to complete all text fields in the AWP as instructed.

Structure of guidance

The guidance in this document is separated into sections that correspond to sections in the CfC FP AWP template. The number and title of each section below corresponds to the number and title of each section in the CfC FP template.

1. Activity details (evidence-based service delivery)

Provide details of activities that your organisation will fund or deliver across its service area and that count towards its 50 per cent evidence-based program requirement. Please copy and complete a new table for each activity.

Descriptions of each text field:

Activity name: The name of the activity your organisation is funding or delivering.

Category: Identify whether the activity is an 'evidence-based program' or a 'promising program'. You cannot add an 'emerging program' to this section unless your organisation has a formal exemption to count an emerging program as an evidence-based program.

Priority area: The priority area(s) in your Community Strategic Plan that the activity will address.

Activity description: A short summary of the activity, including who it will support.

Activity outcomes: The change the activity aims to achieve. Outcomes should align with the Families and Children Activity Outcomes Framework.

Evaluation: Key details of any evaluation that has been completed, is underway, or will be undertaken during the AWP period.

Service collaboration: Details of any collaboration with other organisations or stakeholders in the delivery of the activity.

Community Partner (CP) legal name: The legal name of the CP that receives funding to deliver the activity. The legal name is the 'entity name' registered with the Australian Business Register (https://abr.business.gov.au/ABN), and may be different to the trading name of the CP.

CP trading name: The trading name of the CP is the name that it uses in its branding and communication with the public.

CP contact officer: The name of a staff member at the CP organisation who is the best contact for the activity.

CP contact details: The contact details of the staff member at the CP organisation who is the best contact for the activity.

Service delivery addresses: The outlets/locations in the service area from which the activity will be delivered. Please note the outlets listed in the AWP must match the outlets your organisation has recorded in the DEX.

If the delivery organisation has many outlets, you can attach a list with the requested information instead of completing the table in the AWP.

Annual funding attribution: The amount of funding attributed to the activity annually.

2. Activity deliverables – other direct service delivery

Details of other direct service delivery activities that your organisation will fund or deliver across its service area. Please complete a new table for each activity.

Refer to guidance in the previous section for descriptions of each text field, **except for the text field for Category, which *must* identify whether an activity listed in this section is a 'non-evidence-based program' or an 'emerging program'.**

(If your organisation has received a formal exemption to count an emerging program as an evidence-based program, list that activity in section 1. Activity Details (evidence-based service delivery), not in this section.)

3. Budget

Outline how your organisation will allocate its funding over the period of the AWP.

If the distribution of funding in your budget changes, update the budget and resubmit your organisation's AWP to its FAM for approval.

4. Administrative and facilitation activities

Specify whether your organisation's administrative and facilitation activities have changed since the previous financial year. If activities have changed, list the

administrative and facilitation activities that your organisation will undertake as a Facilitating Partner during the upcoming financial year of the AWP.

5. Governance

Outline actions that your organisation will take over the period of the AWP to improve partnerships and governance arrangements.

6. Mentoring

If an FP cannot identify suitable CPs that are willing or able to deliver activities in its service area, the FP may deliver the necessary activities itself with agreement from the department. Under these circumstances, the department expects the FP to take on the role of a mentor and build the capability of one or more organisations in the service area to take over its service delivery in the future.

If your organisation delivers one or more activities in its service area, you *must* identify these activities in the table. Please create one or more copies of the table in this section if your organisation delivers more than two activities.

Descriptions of each text field:

Activity name: The name of the activity your organisation will deliver in the service area. Use the same name as listed in sections 1 or 2 of the AWP.

CP search: Outline actions that your organisation has and/or will take to identify a potential CP to take over service delivery of the activity in the future.

Planned mentoring: Outline the actions your organisation has and/or will take to mentor and build the capability of a potential CP to take over service delivery in the future.

7. Partnerships

Respond to the question '*Have you undertaken a partnership analysis using a tool such as those listed on page 6 of the Community Strategic Plan?*'.

(The remainder of this section is to be completed when reporting against the AWP. If your organisation has used a tool to complete a partnership analysis, please use the table to report the name of the tool and describe how it was used.)

The use of a tool is not mandatory. The department is interested to know what tools, if any, are used by grant recipients, and whether tools have ultimately made positive impacts. If so, the department can share the tools more widely through case studies (for example).

FPs must work together with stakeholders and organisations in their communities to solve complex social problems and achieve positive outcomes for families and children. Ultimately, the nature of an FP's relationships with stakeholders and organisations will impact on the quality of services delivered to families and children in its service area.

The department encourages FPs to monitor the health of their relationships with stakeholders and organisations to identify potential areas for improvement. Often it is difficult to monitor relationships in an objective manner. For this reason, the department encourages FPs to consider using tools that make the task of monitoring and evaluating relationships practical and more objective.

Here are examples of tools that can help FPs evaluate and improve their relationships with stakeholders and organisations:

- SNAICC partnership audit tool
- Collaboration Health Assessment Tool
- VicHealth partnerships analysis tool
- Change cycle progress mapping tool.

8. Service delivery targets

The department requires FPs to set annual client targets in AWPs.

Your organisation *must* set a target for the total number of clients that will participate across the activities it funds in each financial year, including any activities delivered by your organisation. For example, if your organisation funds eight activities in a financial year and delivers two other activities itself, it *must* set a target for the sum total of clients that it expects to participate across all ten activities in that financial year.

Your organisation must work with its CPs to forecast the number of clients that will participate in funded activities to ensure the target for the total number of clients is well informed. For further guidance, refer to section 3. Service delivery targets and barriers to participation on pages 11 and Appendix A.

The department also requires your organisation to set targets for clients from each of the following demographic groups if these groups are relevant to any activities that your organisation funds or delivers in a financial year:

- clients who identify as persons with disability
- clients who identify as Aboriginal or Torres Strait Islander
- clients who identify as culturally and linguistically diverse.

Each target *must* be a whole number, not a range, percentage, ratio or anything other than a whole number.

9. Barriers to service participation

For guidance on completing this section, refer to section 3. Service delivery targets and barriers to participation on page 12.

10. Community Strategic Plan – progress against priorities and service barriers

Respond to the question '*Have you undertaken an annual review of your CSP to ensure it remains relevant to the needs of the community?*'. Your response indicates to the department whether your organisation's AWP is informed by its Community Strategic Plan.

The second part of this section requires your organisation to report progress against priority areas listed at section 5 of your Community Strategic Plan. Your organisation completes this part only when preparing its Activity Work Plan report.

11. Risk management

For guidance on completing this section, refer to section 5. Risk management on pages 14-15.

Please consider risks that relate to your role and responsibilities as an FP as well as risks that relate to the CPs you fund to deliver activities.

12. Feedback / additional information

For guidance, please refer to section 8. Feedback/additional information on page 17.

Activity Work Plan Progress Report

This section is intended to offer guidance to all grant recipients (except CfC FPs) on completing an AWP Progress Report. The department will create an equivalent section for the new CfC FP AWP template later in 2022.

2. Activity deliverables section

Progress Report:

This section should **outline if your intended outcomes have been achieved, or outline the status if they have not been**. The status of your outcome should reflect and be consistent with your measure of success i.e. an outcome is 'achieved' if the specified measure of success can be demonstrated it has been achieved.

This section also allows you to **elaborate on your progress towards meeting your outcome**. You may wish to outline what steps you have taken so far and the steps you will take in the future.

You may also wish to **consider if your outputs and outcomes remain appropriate/effective** for your community or clients, and whether you wish to update these.

Data Exchange (DEX) Standard Client/Community Outcomes Reporting (SCORE) deliverables

Progress Report:

This section also allows you to outline your progress towards and context around meeting your DEX data reporting commitments.

3. Service delivery targets and barriers to participation section

Service delivery targets progress report:

This section also allows you to outline your progress towards and context around meeting your service delivery targets.

If you met your set targets, you may wish to outline your plan for updating these targets, or if it is appropriate to maintain the same targets for the next reporting period.

If you did not meet your set targets, you may wish to outline your plan for meeting these targets over the next reporting period, or updating the targets if needed.

You may also wish to provide information of your experience in setting these targets, and the challenges or experience in trying to meet these targets.

Barriers to service participation progress report:

This section allows you to **reflect on your experiences with clients that may be facing barriers to service access.** Did you succeed in your stated outcomes? Did you reach your deliverables? Have you identified additional client groups that require access strategies?

4. Evidence Base Section

Progress Report:

This section is where you can demonstrate how you have considered your evidence base and service delivery during the delivery of your activity.

You may wish to consider what new or emerging evidence has become available that relates to your outcome and deliverables, and if this will be incorporated into your service delivery. You could also outline the findings from any evaluation of your service/s that may have occurred.

You may also wish to consider if the client demographics using your services are consistent with the client cohorts from your evidence base, and if changes to service delivery may be required due to any differences.

5. Risk Management Section

Progress Report:

Reflect on the risks you have identified, if your risk management strategies were successful and/or provide an update on how they are progressing.

You should also consider if current risk management strategies require updating, or if new risks are identified, and new management strategies are required.

Safety Planning Section (FOR SFVS Providers ONLY)

Progress Report

This section should **summarise if you have notified the department regarding any critical incidents over the reporting period.**

6. Budget Section

Expended Amount:

Reflect on your expected budget **allocations (i.e. what you budgeted) against expenditure (i.e. what you actually spent).**

7. Stakeholder Engagement Section

Progress Report:

Outline whether or not your stakeholder engagement strategies were successful and/or provide an update on how they are progressing.

You should also consider if your current stakeholder engagement strategy requires updating, such as if new stakeholders of interest have been identified, and new engagement strategies are required.

Appendix A

Setting client targets in Activity Work Plans

What are client targets?

The department requires service providers to set annual targets in their Activity Work Plans (AWPs) for the total number of clients they expect to support in each financial year, and the number of clients they expect to support from each of the following demographic groups (where applicable to their grant activities):

- clients that are culturally and linguistically diverse
- clients that identify as Aboriginal or Torres Strait Islander
  clients that identify as persons with disability.

The Data Exchange calculates the number of clients in each demographic group based on the demographic details of individual clients. When a service provider reports the demographic details of a client:

- the data fields for 'country of birth' and 'main language spoken at home' indicate whether a client is culturally and linguistically diverse
- the data field for the question 'Is the client of Aboriginal or Torres Strait Islander origin?' indicates whether a client identifies as Aboriginal or Torres Strait Islander
- the data field for the question 'Does the client have one or more of the following impairments, conditions or disabilities?' indicates whether a client identifies as a person with disability.

How do providers set targets?

The department encourages providers to consider the following factors when setting client targets:

- The aims and objectives of the grant program and the grant activity
  - Intended target group(s) of the grant activity.
  - Intended intensity of service delivery to the target group(s).
  - Intended capacity of the grant activity (i.e. maximum number of clients that the grant activity intends to support at a point in time).

- Population demographics
  - The size of the target group(s) as a proportion of the population in the service area(s).
  - The estimated size of particular demographic groups in the service area(s) based on key demographic indictors (e.g. the number of individuals that identify as Aboriginal and Torres Strait Islander, or who are culturally and linguistically diverse).
  - Providers may find the following resources helpful in understanding the demographics of their service area(s):

- Community Profiles (2nd Edition) report, available in the Data Exchange
- [Census Community Profiles](#) on the Australian Bureau of Statistics (ABS) website[1]
- [QuickStats](#) on the ABS website.

- Community needs assessment (if completed by a service provider or if available through another source)
  - A needs assessment can provide useful information on the types and extent of service needs within a service area and/or a particular target group.

- Service provider data collected over the previous 12 months or longer
  - Historical data can help service providers establish 'baseline' client numbers based on past service delivery, which can then inform targets. Targets should be more ambitious than 'baseline' numbers, but still achievable.
  - This includes data reported in the Data Exchange.
  - It is useful to look at the number and demographics of clients supported by the grant activity during the previous 12 months (or longer if necessary).
  - It is useful to consider the capacity of the grant activity to support clients over the past 12 months (e.g. was the grant activity under capacity, at capacity, or did it lack capacity to meet demand).

- Current or anticipated trends across clients accessing your services
  - Changes in demand for a grant activity, including changes in demand across different target groups and/or service areas.
  - Anticipated changes in staffing levels and how these changes will impact the capacity of a grant activity to support clients.

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[1] The Australian Bureau of Statistics (ABS) will update its Community Profile with 2021 Census data from June 2022. Not all data will be available in June 2022. For further information, please refer to the ABS [2021 Census topics and data release plan](#).

What level of detail should be included in descriptions of client targets?

Below are fictional examples of client targets to illustrate the format and level of detail that the department is seeking from service providers.

Target	Description
Total number of individual clients: 100	• Last financial year we delivered services to around 90 children aged 0-4. This represents 70% of our pre-pandemic client numbers (130 clients), but almost double last financial year's numbers, which reflects easing COVID-19 restrictions and more frequent use of telephone/online appointments over the past 12 months. • We're aware of strong demand for our service due to impacts of the pandemic on families and their children, but some parents/caregivers aren't following through on initial engagement mainly because of internet problems or concerns about telephone/online appointments. • We expect significantly more engagement as COVID-19 restrictions continue to ease and more parents/caregivers meet with our staff face-to-face. We're also aware that many young families moved to our region over the past two years, so our target population is likely larger than it was at the time of the 2016 census. • Over the past 12 months our staff have noticed that they need to work with children longer to achieve meaningful change. This increased intensity of service delivery limits our overall capacity. We don't think our service can support 130 client each year so we believe a target of 100 clients is realistic with current resourcing.
Total number of Aboriginal and Torres Strait Islander clients: 5	• While our service does not specifically target Aboriginal and Torres Strait Islander families and children, we do receive a small number of referrals each year and do our best to support these clients in consultation with referring organisations. • Our staff have limited training and experience working with Aboriginal and Torres Strait Islander clients, but we have developed relationships with local Aboriginal and Torres Strait Islander Elders and community representatives to understand how we can better support the needs of Aboriginal and Torres Strait Islander clients.

Target	Description
	• Our target of 5 Aboriginal and Torres Strait Islander clients accounts for the small number of referrals our service is likely to receive this year, noting that our service does not specifically target Aboriginal and Torres Strait Islander clients and our staff have limited expertise to support these clients.
Total number of clients living with disability: 10	• Historically, very few clients accessing our service identify as living with disability. We acknowledge that these low numbers might reflect barriers to access and/or a lack of promotion about the accessibility of our service rather than a small local population of people with disability. • Over the next 12 months, we will investigate potential barriers to access, increase promotion of the accessibility of our service, and organise refresher training on supporting people with disability for our frontline staff, all in an effort to cater to the needs of potential clients living with disability. • We have set a target of 10 clients with disability for this reporting period on the assumption that our actions over the next 12 months will increase engagement with this cohort. It is important to note that 10 clients represents 10% of our anticipated total number of clients over the next 12 months, which is significantly higher than historical numbers.
Total number of culturally and linguistically diverse clients: 40	• Our service area is culturally diverse with a large Chinese community and a rapidly growing Indian community. • Over the past three years, we have recorded a steady increase in the number of culturally and linguistically diverse (CaLD) clients, a majority of whom are second- and third-generation Chinese Australians. In the past year we've recorded a notable increase in second-generation Indian Australians. • We have made considerable efforts over the past 18 months to establish relationships with the local Chinese community to better understand their needs within the context of their culture and the local community, and to promote our service. This has led to increasing engagement with Chinese Australians.

Target	Description
	• We are starting to make similar efforts with the local Indian community. • Last year one third of our clients were CaLD. We've set a target of 40 CaLD clients this year based on our increasing engagement with local Chinese and Indian communities.