








8.5 Evaluation Question 1: What changes can be made to establishment approaches to improve future implementation and operations of Orange Door Sites?

Line of Inquiry 1: To what extent have establishment, planning and operationalisation activities enabled implementation of The Orange Door foundational service model?




Opportunities	Related key findings	Analysis of opportunity	Established Orange Door areas	Future Orange Door areas	Broader FSV program of work
<p>1A. Planning for future areas of The Orange Door could consider:</p> <ul style="list-style-type: none"> • A revised 'go live' criteria including 75 per cent staffing contingency • Sequencing implementation of key roles and capabilities • Additional time for The Orange Door workforce to embed processes and systems prior to service delivery commencing • The different staffing/workforce needs for the first six months of operation compared with ongoing needs 	1, 2, 3, 4			✓	
<p>1B. That FSV lead a process to co-develop, with practitioners, practical operational procedures at The Orange Door that define which functions and processes across The Orange Door areas require state-wide standardised processes and which can be adapted in response to local needs. For functions that are determined to require state-wide consistency, define process and procedures and how integration is to be operationalised.</p>	6		✓	✓	✓
<p>1C. That FSV lead a process with partner organisations to develop a change management plan for The Orange Door that aligns with this initial evaluation and strategically moves the workforce and sector towards the vision outlined in The Orange Door concept.</p>	2				✓

Line of inquiry 2: To what extent have establishment planning and operationalisation activities enabled implementation of The Orange Door foundational service model?






Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
<p>2A. Consider methods to expedite the collective ‘functioning’ of HLGs for new areas of The Orange Door. This may be through mechanisms such as:</p> <ul style="list-style-type: none"> • Developing a ‘virtual HLG’ prior to operations commencing • Establishing shared priorities prior to implementation • Hosting representatives from the first four HLGs to ‘share’ lessons learnt 	9, 10			✓	✓
<p>2B. That FSV work with partner agencies to define a practical shared measurement/performance management framework for The Orange Door. The shared measurement framework will define the performance indicators to align the outcomes expected of the partner organisations with the outcomes of The Orange Door. We understand that FSV is underway with work to develop a performance management framework</p>	9,10		✓	✓	
<p>2C. Refine partnership and/or service agreements to include:</p> <ul style="list-style-type: none"> • Performance monitoring frameworks • Clarification of accountability and decision making within The Orange Door operations 	10		✓	✓	
<p>2D. Clarification be provided to The Orange Door workforce regarding decision making and accountability within governance structures, management, and practice lines in their area</p>	9, 10		✓	✓	

8.6 Evaluation Question 2: To what extent is The Orange Door operating as intended by the initial service offering?





Line of inquiry 3: To what extent is The Orange Door operating as intended, and making use of systems and processes?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
<p>3A. FSV consider regularly providing guidance to the workforce on:</p> <ul style="list-style-type: none"> the processes to determine when a CIP should be requested any restrictions or time delays in CIP report requests for each area 	6, 36, 55		✓	✓	✓
<p>3B. FSV to update demand projections for the next areas of The Orange Door based on learnings from these four areas, and also consider caseload and staffing with reference to:</p> <ul style="list-style-type: none"> specialty mix across the three client streams needed with The Orange Door workforce different time/volume of resources needs of cases from different client streams 	43, 48			✓	
<p>3C. FSV consider investigating the extent to which child wellbeing cases take longer to progress through The Orange Door than family violence-related cases. Following from this, provide communication to practitioners regarding the time-length appropriate for different types of cases. This will assist in demand management processes as well as workforce need projections for subsequent areas.</p>	56, 57		✓	✓	

Line of inquiry 4: To what extent are clients connected to the right services at the right time?







Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
4A. FSV to investigate and communicate the expected mix of demand sources (L17s, third-party referrals, direct contact) for new areas prior to their commencement to allow The Orange Door OLG to plan for workflow in the first months of operations.	43, 47			✓	
4B. FSV explore how data reporting from CRM can show 'tracking' of clients' pathways through The Orange Door from initial contact through to case closure. This could provide insight into potential causes of demand pressures within the overall system.	16, 57, 58		✓	✓	
4C. FSV prioritise providing guidance to The Orange Door workforce about the interventions, active engagement and risk monitoring appropriate for different types of cases (notwithstanding noting that each case and client is unique).	20		✓	✓	✓
4D. In line with existing upgrades planned for the CRM, FSV to explore how real-time data may be collected and displayed for use by The Orange Door management and governance to allow them improved visibility of demand and service outcomes.	37, 38		✓	✓	✓
4E. Subsequent evaluations of The Orange Door could investigate the impact of the introduction of The Orange Door on the capacity of the service system to respond to referrals from The Orange Door.	14, 17, 37, 58				✓

Line of inquiry 5: To what extent is The Orange Door effective in assessment and management of risk and need?



Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
5A. FSV consider undertaking further research to understand further the characteristics of and reasons for clients not engaging with The Orange Door.	24, 38, 39				✓
5B. FSV to implement guidance on requirements and activities to align with the Multi-Agency Risk Assessment and Management (MARAM) Framework to assist with reconciling local innovation approaches with the need for state-wide consistency	21, 22		✓	✓	
5C. FSV to work with DHHS to develop and implement an assessment tool for use in child wellbeing cases (with or without family violence) to assist with reconciling local innovation approaches with the need for state-wide consistency	22		✓	✓	
5D. The Orange Door include a focus on aligning MARAM within The Orange Door and with local service integration in order to integrate and improve risk assessment and management across the service system.	22, 23				

8.7 Evaluation Question 3: To what extent is The Orange Door initial service offering contributing to improving client experience and client and system outcomes?



Line of inquiry 6: To what extent is The Orange Door visible, accessible and safe (including culturally safe) at each site?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
6A. FSV to continue to consider physical safety assessments (for clients and for the workforce) for each site independently. There are safety benefits and disadvantages of each site that may need to be balanced in considering how to improve safety for clients and the workforce, or in selecting a location. For example, a main street increases access for clients but also increases visibility of the workforce.	27, 28			✓	✓
6B. FSV to prioritise management of the incoming phone system during business hours so that clients unable to contact The Orange Door via phone can be responded to.	31		✓	✓	
6C. FSV (in collaboration with partner agencies) to develop and deliver workforce cultural diversity and inclusion training to ensure consistent baseline skills across the workforce.	32, 51, 52		✓	✓	
6D. FSV provide further operational clarity to partner agencies and The Orange Door workforce regarding the role of outreach in assessing and responding to risks for child wellbeing, victim survivor and perpetrator responses.	28		✓	✓	
6E. FSV monitor community awareness of the role of The Orange Door over the first 12 months of operations of the first four areas to determine what, if any, clarification or awareness raising within the community might be needed.	30		✓	✓	
6F. Higher quality data should be collected and reported in CRM on the access and use of The Orange Door by diverse client groups.	32		✓	✓	✓

Line of inquiry 7: To what extent has The Orange Door ensured clients receive information and options that respond to their needs and enable informed choices?



Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
7A. Future evaluations could investigate perceptions and understanding of the role of The Orange Door by the broader community (including potential referrers).	30, 32, 52				✓
7B. Future evaluations or current FSV program of work on client experience could investigate through direct client feedback if clients are receiving information and options (with consideration of the different needs of the three client groups). This may align with FSV's current program of work with client experience.	31, 32, 51			✓	✓

Line of inquiry 8: How is The Orange Door working to keep perpetrators in view to keep women and children safe?


Opportunities	Key related findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
8A. Future evaluations could invite direct client feedback to help investigate the extent to which The Orange Door is keeping women, children and other people experiencing family violence safe, and perpetrators in view.	35, 39				✓
8B. FSV and partner agencies could leverage the skills and experiences of Aboriginal services involved in The Orange Door to improve the capacity of the rest of the workforce to work in an integrated way to keep perpetrators in view.	38		✓	✓	

8.8 Evaluation Question 4: To what extent does The Orange Door workforce have the resources, capacity and specialist expertise to undertake the full range of functions articulated in the initial service offering?


Line of inquiry 9: To what extent is the integrated and multi-disciplinary approach to service provision at each Orange Door site working to support better outcomes?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
<p>9A. Building on the Interim Integrated Practice Framework, FSV lead a process to co-design a state-wide operational guide for integrated practice with practitioners across the disciplines and/or relevant state-wide experts at The Orange Door. The operational guide could include:</p> <ul style="list-style-type: none"> • Defined current and future state (vision) • Scope and timing initiatives/projects to define integration for each function of service delivery including performance indicators • Approach to engagement with staff • Structured approach for movement toward service integration for each existing area and future areas of The Orange Door including a clear change management strategy and plan (building on their current strengths identified in this report and addressing key challenges) • Definition and practice examples of what integration means in the context of The Orange Door for practitioner training and capability 	6, 41				✓
<p>9B. That The Orange Door provide regular time for practitioners to develop and improve integrated practice through:</p> <ul style="list-style-type: none"> • Shared reflective practice across teams • Presenting shared approaches to practice across teams • Engaging in trans-disciplinary training 	44		✓	✓	


Conclusions and opportunities

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
<p>9C. That FSV work with practitioners and/or state-wide peak bodies/relevant experts to define the minimum standard of training and education to support ‘integrated practice’ that could include:</p> <ul style="list-style-type: none"> Identifying appropriate existing training available Include concept and guidance on integrated practice and working with diverse client cohorts in an induction program for new staff Developing and delivering ongoing training on integrated practice Training in MARAM and information sharing Training in The Best Interests Case Practice Model (BICPM) Training relating to current practice and frameworks for working with perpetrators 	41, 43, 44		✓	✓	✓




Line of inquiry 10: To what extent does The Orange Door workforce have the resources, capacity and specialist expertise to undertake the full range of functions articulated in the foundational offer?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
<p>10A. That FSV clarify and communicate to the existing and future areas the purpose and responsibilities of the following roles:</p> <ul style="list-style-type: none"> Integrated Practice Lead, including their intended interaction with family violence-focused practitioners, and guidance about when practitioners should seek advice and accountability for decisions Service System Navigator Advanced Family Violence Practice Lead (particularly as it relates to leadership in practice for working with perpetrators) Hub Manager. 	4, 44, 46		✓	✓	





Conclusions and opportunities

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
10B. That FSV consider providing further operational clarity around core roles. This might be through working with partner agencies to agree on standardised position descriptions for all roles (including existing areas) for all partner agencies to use as the basis for recruitment.	4, 45, 46		✓	✓	

Line of inquiry 11: To what extent does The Orange Door workforce have the skills to recognise and manage signs of family violence, including perpetration, and child vulnerability


Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
11A. That Orange Door partner agencies consider rotation of staff between client interaction functions of intake, triage and assessment. This can develop competence and helps to transfer knowledge between The Orange Door and employing agencies.	41		✓	✓	✓
11B. That FSV and partner agencies explore ways to enhance leadership in practice with perpetrators.	44, 45		✓		
11C. That FSV's workforce strategy identify that professional development needs to be tailored to the background skills of practitioners. For example, training in identifying and responding to child wellbeing risks in the absence of family violence for practitioners who have previously worked predominantly in family violence.	44, 50		✓		

Line of inquiry 12: To what extent does The Orange Door workforce have the skills to meet the needs of diverse client groups (eg Aboriginal, CALD and LGBTIQ clients)?

Opportunities	Key related findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
12A. FSV develop and in partnership with partner agencies, deliver across The Orange Door workforce training on responding to clients with diverse needs (including disability, aged or LGBTI) to ensure consistent baseline skills across the workforce.	53		✓	✓	
12B. Additional training is needed on data recording for specific fields/issues where data quality is currently inadequate to meet service delivery and performance monitoring needs such as: <ul style="list-style-type: none"> • disability status • Aboriginal status • multicultural background • client access method. 	51, 52		✓	✓	✓
12C. FSV to consider introducing reporting for the following data fields in the CRM: <ul style="list-style-type: none"> • Age brackets of client • LGBTIQ status 	51, 52		✓	✓	✓
12D. Future evaluations or current FSV program of work on client experience could investigate through direct client feedback whether services are provided in a way that meets client's diverse needs.	52, 53		✓	✓	✓

8.9 Evaluation Question 5: To what extent is The Orange Door supporting service integration and coordination at the local level?



Line of inquiry 13: To what extent are mechanisms in place to ensure information is shared and used?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
13A. FSV continue to make iterative upgrades and improvements to the CRM in response to feedback from practitioners. This will allow the CRM to become more fit for purpose to share information among The Orange Door practitioners	55, 56, 57		✓	✓	✓

Line of inquiry 14: To what extent is information sharing contributing to effective assessment and coordinated response to family violence risk?

Opportunities	Related key findings	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
14A. FSV to consider building systems into CRM or other processes to enable the tracking/communicating of outcomes of referrals made to or from The Orange Door.	38, 57		✓	✓	✓

Line of inquiry 15: To what extent have The Orange Door systems and processes supported system integration and resulted in better collaboration between services?

Opportunities	Related key finding	Analysis of opportunity	Established areas of The Orange Door	Future areas of The Orange Door	Broader FSV program of work
15A. FSV to monitor emerging 'capacity gaps' in the various areas of the service system to which The Orange Door refers.	38, 58				✓
15B. FSV (and in collaboration with future area HLGs) specifically build on existing systems and processes of collaboration and information sharing currently in place in Child FIRST alliances during the establishment phase of new The Orange Door areas.	58			✓	