

# Managing Support and Safety Hubs

## Victorian Auditor-General's Office

Extracted from the [full VAGO report](#) which was tabled on 27 May 2020

### Recommendations

We recommend that the Department of Health and Human Services:

1. completes detailed plans outlining how it will open remaining hubs and transition them from the foundational to the full model of operations. These plans should:
  - map the interdependencies between all hub-related projects and sequence them
  - set realistic milestones for completion of each project
  - include detail on how it will complete projects
  - establish and apply criteria for prioritising projects for delivery (see Sections 2.3, 2.5 and 4.6)
2. improves statewide consistency of hub operations and practice by:
  - refining and finalising the Integrated Practice Framework so that it includes the practical detail needed to support practitioners on how to implement it
  - developing and communicating minimum standards for providing coordinated services to clients including how and when practitioners should share information, and assessing hubs' compliance with these (see Sections 3.2, 3.3 and 3.4)
3. drawing on the experiences of the open hubs, works with hub partners to develop and run comprehensive training on coordinating service responses for clients, supplemented by other activities, such as supervision, to further develop this capability (see Section 3.2)
4. works with local Aboriginal services and community representatives to roll out mandatory cultural safety training that is specific to hub functions and operations, for all hub staff (see Section 3.2)
5. works with hubs to strengthen their support for children, including:
  - increasing the focus on children experiencing wellbeing issues, including developing a single tool for use across all hubs that ensures hubs consistently assess and document child wellbeing risk whether in a family violence or other context, and is aligned with the Best Interests Case Practice Model
  - integrating the knowledge, advice and support of community-based child protection into child-related assessments and decisions in hubs (see Sections 3.3 and 4.3)
6. improves monitoring and reporting on demand in hubs by:
  - setting measures and targets for service backlog and timeliness, and including performance against these in regular service delivery reports
  - updating the client relationship management system so that it can track when clients are awaiting a response because of capacity issues at external services (see Section 3.5)
7. finalises a performance monitoring framework for hubs that includes:
  - indicators, measures and targets for the quality, timeliness and outcomes of services in hubs
  - mechanisms to capture and aggregate information about pathways for clients who the hub refers to external services and outcomes for hub clients

- a definition of coordinated and integrated practice and methods to measure it (see Sections 4.2, 4.3 and 4.4)

8. improves the client relationship management system to allow collection of data on the quality, timeliness and outcomes of hub performance (see Section 4.3)

9. clarifies and formalises governance arrangements so that it is clear how:

- the Department of Health and Human Services oversees Family Safety Victoria's performance in delivering and supporting the hubs, including risks associated with the hubs reform
- Family Safety Victoria holds itself to account for the hubs reform, including the management of the reform's risks and performance
- local hub governance bodies escalate risks and issues to the statewide level (see Section 4.5).