



Caboolture place-based study — June 2019

Exploration of workforce capability in responding to complex client needs



Purpose

This place-based study was designed to examine the capability of the workforce in Caboolture in responding to the complex needs of clients. The study explored:

- local partnerships
- specialised training and professional development offered
- promising approaches to building capacity and capability
- how training and support for staff contributes to positive outcomes for clients.



Setting

- This place-based study was set within the Caboolture Child Safety Service Centre catchment, which is part of the Moreton Region of Child Safety Services.
- Caboolture is an urban centre north of Brisbane.
- Clients accessing family support services in Caboolture typically present with multiple and complex needs.

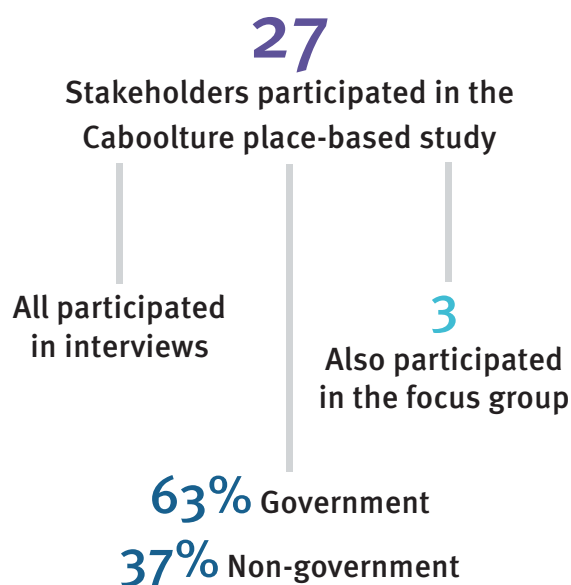


Method

- A desktop review of literature, service documentation and Child Safety Services data was undertaken.
- Local stakeholders helped us identify the target population in Caboolture.
- We visited the Caboolture area over a two-week period.
- We ran interviews with local stakeholders from:
 - local and regional governance groups
 - government agencies
 - non-government organisations
 - Aboriginal and Torres Strait Islander Community-Controlled Organisations.
- We conducted a follow-up focus group with key stakeholders to test findings and explore information gaps.



Sample





Key findings

Supporting Factors

Service provision

- Frontline practice is client-centred, flexible and non-judgemental.
- The local area offers a broad range of services. The introduction of early intervention services enables the provision of support to vulnerable families who may not have previously met the criteria for statutory services.
- Services receive a large number of self-referrals to secondary support services.

Workforce support and development

- Programs and supports are proactively provided to staff to assist them with managing their wellbeing and reduce burnout.
- There is a demonstrated commitment to providing staff with development opportunities.
- Development priorities are often determined in response to clients' presenting issues and emerging community issues.
- Development is offered across organisations which fosters relationship building with other service providers.

Culture, collaboration and partnerships

- A sector-wide commitment to working together to meet the needs of families has been supported by local leaders and has provided an authorising environment.
- Services work collaboratively, including co-locating with one another, to facilitate holistic and wrap-around support for families. This supports effective transitions and referrals between services.
- Multi-agency networks and collectives have supported relationship building and information sharing.

Barriers

- Most services were operating 'at capacity' meaning some families are placed on waitlists.
- Many local practitioners have high workloads which can limit their capacity to participate in learning and development opportunities.

Opportunities

- Consider current information sharing processes, as these relate to referrals between services, and identify ways of strengthening these.
- Consider capability-building opportunities such as co-locating staff in different services and agencies.

Promising Practice: Safe & Together Implementation

The rollout of the Safe & Together framework has:

- led to improved local practices in responding to families experiencing domestic and family violence.
- led to more consistent, community-wide responses to domestic and family violence incidents.
- been a catalyst for strengthening local partnerships and fostering local collaboration.