



NSW Department of Family & Community Services

Performance, Monitoring & Evaluation Framework

July 2017

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Executive summary

Key messages

The purpose of this document is to provide a draft performance, monitoring, and evaluation framework for the FACS Targeted Earlier Intervention (TEI) Program for stakeholders to review and provide feedback.

The framework will replace existing monitoring and evaluation for the six programs included in the TEI reform: Community Builders; Families NSW; Child Youth and Family Support; Aboriginal Child, Youth and Family Strategy; Triple P parenting program (); and Getting It Together.

The framework is based on Results-Based Accountability (RBA), as used within current TEI programs.

The framework aims to clearly show how TEI program activities contribute to population outcomes (along with other effort by government, NGOs, communities and individuals) by an ongoing cycle of evaluation, governance arrangements, shared learning, responsive local service delivery, and continuous quality improvement.

The framework provides TEI performance measures (outputs) and population indicators (outcomes) that are streamlined for state-wide consistency, while allowing Districts to monitor other data sets as needed, and leave room for innovative practice to emerge.

The framework includes three types of ongoing evaluation: process evaluations of TEI performance; outcome evaluations of the aims of the TEI program; and economic evaluations of the cost / benefit of the TEI program.

The framework has been developed in line with guidelines and approaches to support the design, implementation, delivery and continual improvement of the TEI program, including the *NSW Government Program Guidelines* and discussion with stakeholders during TEI Information Sessions held across NSW.

In line with the TEI program reform, the framework is client-centred and aligns with the NSW Human Services Outcomes Framework.

The framework will measure the impact of the TEI program for all participants, with a focus on TEI and local priority groups, including Aboriginal children, families and communities, 0-3 year olds, and younger parents.

The methodology being used in the framework is a non-experimental design, which does not use a control group like experimental or quasi-experimental designs, but instead examines changes in participants before and after program implementation using quantitative and qualitative data.

The framework is also using a developmental evaluation approach to support real-time learning, innovation and adaptation in complex and dynamic environments with multiple stakeholders.

A data collection infrastructure is being developed for testing ahead of the TEI program going live on 1 July 2018. The infrastructure will replace the range of existing TEI program platforms, including portals, Excel spread sheets and Survey Monkey. The infrastructure will include capacity to link with other systems such as the Australian Government Department of Social Services Data Exchange, Clear Impact Results Based Accountability Scorecard, and other systems NGOs may need to retain.

The new data collection infrastructure will support the TEI program using cloud-based technology, with key functions being explored including client management, performance data, population indicators, user-friendly client surveys, and reporting. The infrastructure will aim to provide services with a system they want to use for data collection because it gives services real value beyond contract compliance.

The framework will be supported by local and central governance groups, including the TEI Central Council, and district governance arrangements.

Background

Each year the Department of Family and Community Services (FACS) invests over \$134m across six early support programs based on evidence that prevention and early intervention reduces the risk and instances of long-term adverse outcomes that come at a much higher cost both personally and financially.

While the current six programs have been shown to achieve positive outcomes for clients across NSW, research suggests there are still significant challenges in delivering a more integrated and client centred system. Furthermore, despite all our endeavours, the number of children reported to be at risk of significant harm continues to grow.

In response to this FACS has commenced the Targeted Earlier Intervention Program (TEI) to reform six current programs and better enable children, young people, families, communities and local service systems to access services early and achieve positive outcomes.

The vision for the TEI program is that:

- Families, children and young people's needs are met early to prevent the escalation of need
- Families are able to access support earlier in the lives of their children and young people, and are empowered to live independent, meaningful lives
- Risk factors that lead to child abuse, neglect, and domestic and family violence are addressed early
- Aboriginal children, young people, families and communities have access to timely, effective, accessible and culturally safe support and services.

Through local planning and a client-centred approach, the TEI program aims to:

- Improve outcomes for clients of TEI services
- Create a service system continuum grounded in evidence-based best practice
- Target resources to those with the greatest needs
- Facilitate local FACS district decision making on the design and delivery of local services
- Increase flexibility so that clients are at the centre of the system.

Purpose of the framework

As outlined in the [What you told us report](#) and the [TEI Directions report](#), quality data is needed to make informed decisions, and currently the service system relies on loosely connected data reflecting outputs rather than outcomes.

In response, the TEI Program Reform directions included development of a Performance, Monitoring and Evaluation Framework to help build the evidence base; change practices and culture; and contribute to better client and system outcomes. This includes the capacity to scale up and down between the participant/local level and the system/state-wide level for ongoing learning about what works, who for, where, and in what context.

In line with the NSW Government Program Evaluation Guidelines this TEI performance monitoring and evaluation framework consists of three elements:

- process evaluations to monitor and evaluate performance using a Results-Based Accountability approach, including measures relating to activities and participants, and feedback from participants and service providers about quality and impact
- outcome evaluations to monitor and evaluate progress of the five TEI program aims
- economic evaluations to monitor and evaluate the cost / benefit of the TEI program

A TEI Program Logic has been developed to clearly outline how each service option from the TEI Program guidelines, contributes to client outcomes, with related performance measures and population indicators identified for each outcome domain. The Program Logic outlines short, medium and long term data to measure outputs and client outcomes and will inform the new data collection infrastructure being developed for testing ahead of the TEI program going live on 1 July 2018.

This paper should be read in conjunction with the FACSAR paper *Early Intervention Outcomes Framework (TBA)*, which contains an evidence review, impact pathways, interventions and indicators.

To support the better outcomes for Aboriginal children, families and communities an Aboriginal specific Early Intervention Outcomes Framework is also being developed by FACS.

The framework has been developed in line with a range of guidance and consultation to support the design, implementation, delivery and continuous quality improvement of the TEI reform, including:

- [NSW Human Services Outcomes Framework](#)
- [NSW Government Program Evaluation Guidelines](#)
- [NSW Government Commissioning and Contestability Practice Guide](#)
- FACS Contract Management Framework
- Results-Based Accountability™
- Consultation as outlined in the [What you told us report](#) and the [TEI Directions report](#)
- Consultation with peak organisations, FACS Districts and funded service providers.

Approach to the framework

Implementation stages

Development and implementation of this framework has been planned in the following three stages:

1. Develop agreed outcomes, population indicators and performance measures
2. Develop an evaluation system that supports the outcomes
3. Develop and implement an infrastructure to collect, analyse, report and learn from the data.

This draft version of the framework proposes outcomes, indicators and measures in line with the first two implementation stages, as detailed in the TEI Program Logic below.

For the third stage, FACS is working with internal and external stakeholders to design a TEI data infrastructure, including NGOs, peak organisations, and Districts, which will be available for testing ahead of the TEI program going live in July 2018.

Methodology

The methodology being used in the framework is a non-experimental design, also referred to as descriptive or observational studies.

This approach does not use a control group like experimental or quasi-experimental designs, but instead examines changes in participants before and after program implementation using quantitative and qualitative data.

Non-experimental design methodologies alone can't measure a program's effectiveness, as they can't show causal links between activities and outcomes. Although these methods are the weakest,

qualitative data can be an excellent aid to quantitative methods. It gives a context for outcomes as well as a narrative for the quantitative data. Because of this, quality outcome evaluations usually include one or more of these methods.

In response to the limits of a non-experimental design methodology, the TEI program is also using a developmental evaluation approach to support real-time learning, innovation and adaptation in complex and dynamic environments with multiple stakeholders. Developmental evaluation differs from traditional forms of evaluation in several key ways, including the:

- primary focus being on adaptive learning as well as accountability
- purpose being to provide real-time feedback and generate learning to inform development
- evaluation role extending well beyond data collection and analysis to include active intervention to help inform decision-making and facilitate learning
- evaluation being designed to capture system issues & enable innovative responses
- approach being flexible, with new measures and systems evolving as understanding deepens

In line with the evaluation framework for the [Future Directions for Social Housing in NSW](#), the TEI program evaluation framework has the potential to deliver significant impact to FACS clients via dynamic, locally adaptive government, non-government, community and academic partnerships. Principles of successful partnerships include:

- meaningful input from participants through better data systems that provide opportunities to identify issues of primary concern and ensure programs are tailored to their needs
- collaboration across all relevant government departments and NGOs minimise service duplication and address service gaps
- co-creation of new knowledge including a systems perspective and careful attention to governance and process

The framework will use multiple data sets, including:

- participant feedback collected through surveys (quantitative and qualitative data)
- linked whole-of-government datasets (population indicators)
- regular local and central governance evaluation findings to address barriers, share learning, and support innovative practice

NSW Government Program Evaluation Guidelines

The NSW Government is promoting a consistent approach to program evaluation with the aim of improving programs and providing more rigorous evidence of program outcomes.

The NSW Government is committed to increasing transparency of expenditure on programs and providing a better understanding of their outcomes. One of the reforms to achieve this is the [NSW Government Program Evaluation Guidelines](#), which recognises program evaluation as a key tool to support evidence based policy and decision making in government.

The guidelines are a guide for consistency in evaluation across the sector and sets out:

- different types of evaluation and how they might be used
- a strategic approach to evaluation that prioritises evaluation, and scales evaluations based on the characteristics of different types of programs
- key principles of good evaluation practice
- how findings generated by evaluation can be used for learning and better decision making

Accordingly, the development of this framework has been guided by the following principles:

- Evaluations should be built into program design
- Evaluations should be methodologically rigorous, with appropriate scale and design
- Evaluations should be conducted with the right mix of expertise and independence
- Evaluations should be timely to support and influence decision making

- Evaluation processes should be transparent and open to scrutiny.

Standards for conducting program evaluations have been developed by different organisations around the world covering quality and ethical evaluation. In Australia the Australasian Evaluation Society has produced Guidelines for the Ethical Conduct of Evaluation.

NSW Human Services Outcomes Framework

The [NSW Human Services Outcomes Framework](#) is a cross-agency framework that specifies seven wellbeing outcomes for the NSW population: safety, home, economic, health, education and skills, social and community, and empowerment.

The outcome domains were designed by agencies and non-governmental organisations (NGOs) and informed by a review of national and international research on what determines a person’s wellbeing.

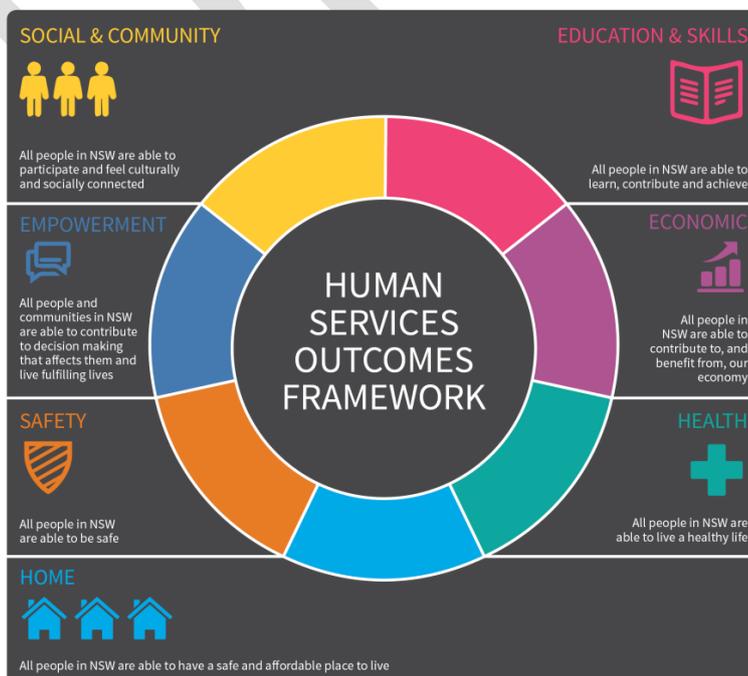
The NSW Human Services Outcomes Framework provides a way to understand and measure the extent to which FACS makes a long-term positive difference to people’s lives and enables us to build evidence of what works in improving wellbeing.

The NSW Government has agreed to a whole of system reform to improve outcomes for vulnerable children and families. This reform is based on an investment approach, putting the child and family at the centre of an integrated service response and aligning evidence to investment. The investment approach will be based on strong client data, predictive analytics, and the evidence of the right, cost effective interventions that will work for vulnerable children and families.

This approach views the role of government as an enabler of its people. It does not guarantee the achievement of outcomes but rather the development of capabilities that enable people to realise the outcomes they value. Long term wellbeing outcomes are a function of multiple factors, including families, communities, other services and people themselves.

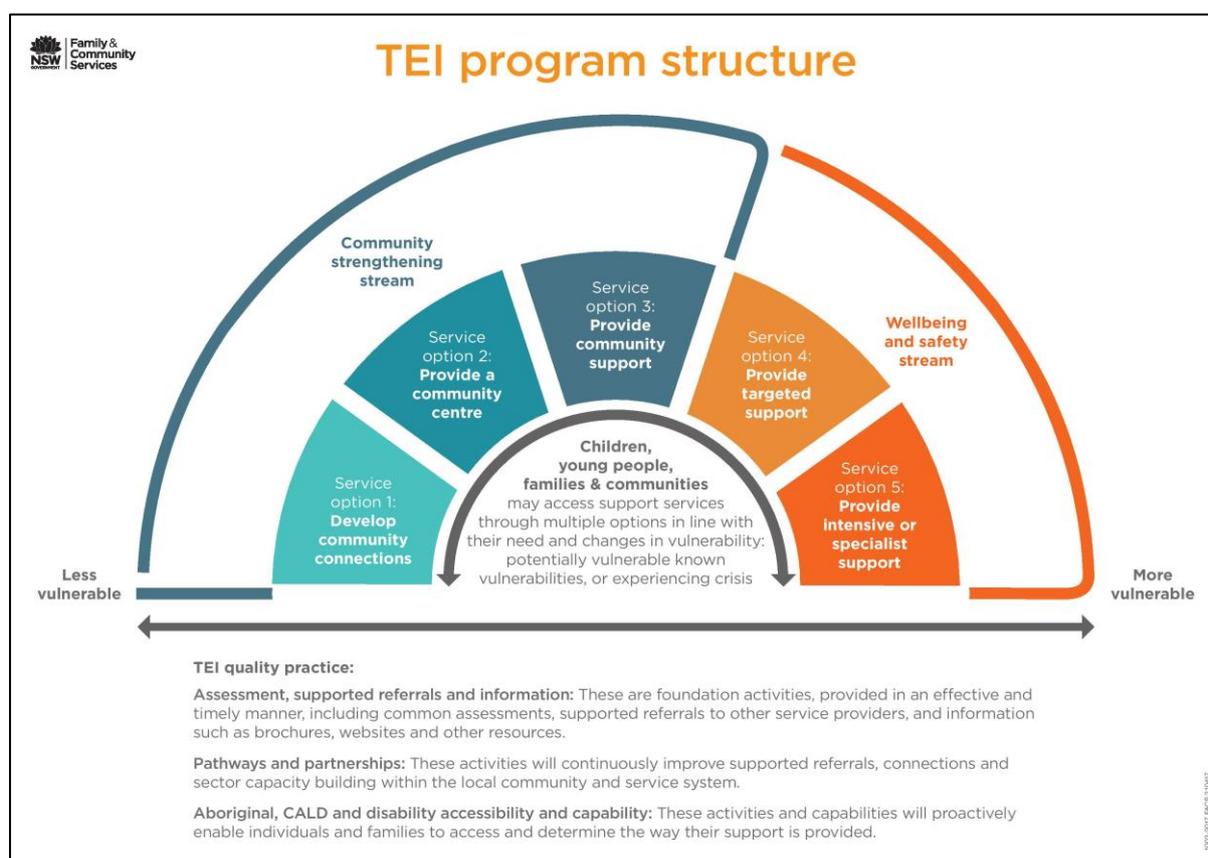
The Outcomes Framework aims to:

- be a resource for government agencies and NGOs to work together to achieve better results using the best-available evidence of what works
- facilitate collaboration and opportunities for working together
- help identify programs and services that have the greatest impact.



Application of the NSW Human Services Outcomes Framework to the TEI Program

As outlined in the [TEI Program Guidelines](#), and as summarised in following diagram, the TEI Program structure includes two streams, five service options, and quality practice areas across all streams and service options.



Services provided under the TEI Program contribute to the achievement of all seven domains in the NSW Human Services Outcome Framework for the TEI target population (all people in NSW), and the TEI priority groups (Aboriginal children, young people and families; children 0-3 years old; and younger parents), as well as District priority groups.

However, it is important to recognise the TEI program as being one effort among many including individuals, communities and all levels of government to prevent the escalation of need, or intervene early, and for this effort to be coordinated to avoid unnecessary duplication, and to address service gaps.

Introduction to TEI Program Logic

The following TEI Program Logic has been developed to clearly outline how each service option contributes to client outcomes over the short, medium and longer term, with related performance measures and population indicators identified for each outcome domain.

Key components include:

- performance measures based on RBA (how much; how well; is anyone better off)
- performance measures linked to outcome (population) indicators
- a streamlined set of performance measures (outputs) for consistency and support for Districts and NGOs to supplement these with other local measures and indicators as needed
- performance measures based on the focus of each of the five TEI Service Options to encourage flexible activities and innovative practice

- follow-up client surveys at 6 and 12 months (automated and anonymous), including quantitative and qualitative data collection, to better support continuous quality improvement and measuring service impact.

To support the TEI PMEF a data collection infrastructure is being developed for testing ahead of the TEI program going live on 1 July 2018. The infrastructure will replace the current range of FACS platforms for TEI programs including portals, Excel spread sheets and Survey Monkey.

The infrastructure will include capacity to link with other systems such as the Australian Government Department of Social Services Data Exchange, Clear Impact Results Based Accountability Scorecard, and other systems that NGOs have invested in and may need to retain. The new data collection infrastructure will support the TEI program using cloud-based technology, with key functions being explored including client management, performance data, population indicators, user-friendly client surveys, and reporting.

For sustainability and efficiency the TEI data infrastructure will also be developed in line with other FACS and NSW government initiatives including:

- the [NSW Digital Strategy](#) to improve the lives of the people of NSW by designing policies and services that are smart, simple and seamless
- [ChildStory](#) which is an information technology system that will place each child supported by the child protection system at the centre of their story with a network of family, carers, caseworkers and other service providers around them
- [Patchwork](#) which is a smart, secure web-app for better team collaboration around your clients
- [HSNet](#) which is a free website available to anyone looking for a service in NSW

TEI Program Logic

Service Option 1: Develop community connections

Service delivery for this option will focus on:

- building social capital and local networks (including local and central governance)
- increasing social inclusion and sense of belonging to different communities
- promoting tolerance and understanding of diversity to increase social cohesion and solidarity in the community
- other activities and innovations that develop community connections

PROBLEM	EVIDENCE	PROGRAM activities	MECHANISMS OF CHANGE	OUTPUTS & CLIENT OUTCOMES Client outcomes resulting from the TEI program as they relate to the NSW Human Services Outcome Framework Domains			SERVICE OPTION 1 GOAL
<p>Where communities lack social capital and local networks there is a greater risk of:</p> <ul style="list-style-type: none"> • children, young people, adults and families experiencing social isolation, intolerance and discrimination • local service provision being uncoordinated and siloed • disengagement and disconnection between local stakeholders • systemic barriers emerging and remaining unaddressed 	<p>Community connections are developed by:</p> <ul style="list-style-type: none"> • building social capital and local networks (including local and central governance) • increasing social inclusion and belonging to different communities • promoting understanding of diversity to increase social cohesion and solidarity in the community 	<p>Flexible activities for Service Option 1 may include:</p> <ul style="list-style-type: none"> • community and sector planning • events and festivals • workshops • participating in meetings and projects with local stakeholders • Aboriginal ceremonies • Aboriginal events • providing recreational art, language and cultural activities • Reconciliation week • other activities or innovations that help develop community connections 	<p>Service Option 1 will help:</p> <ul style="list-style-type: none"> • build social capital and local networks; increase social inclusion and belonging to different communities; and promote understanding of diversity to increase social cohesion and solidarity in the community by providing activities that develop community connections 	<p>SHORT TERM DATA:</p> <p>How much: # activities provided under TEI service option 1 # participants (including TEI & District priority groups)</p> <p>How well: # and % participant survey responses (quantitative and qualitative)</p> <p>Is anyone better off: # and % participants reporting being better off after attending service</p> <p>SURVEY QUESTIONS:</p> <p>Participant survey</p> <p>Q - Did we understand your needs? 😊 😐 😞</p> <p>Q - Did we help you access other services if needed? 😊 😐 😞</p> <p>Q - Did we give you enough information? 😊 😐 😞</p> <p>Q - Was our service easy to access? 😊 😐 😞</p> <p>Q - Was our service culturally sensitive? 😊 😐 😞</p> <p>Q - Do you feel more connected in your community/s? 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative)</p> <p>Q - How can we do better? (qualitative)</p> <p>Partner service survey (i.e. sector development activity):</p> <p>Q - Did we understand your service's needs? 😊 😐 😞</p> <p>Q - Is your service better connected with the local service system? 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative)</p> <p>Q - How can we do better? (qualitative)</p>	<p>MEDIUM TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain:</p> <p># and % participants reporting being better off 6 months after attending service:</p> <p>Q - I am better off after attending your service 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative)</p> <p>Q - Do you want further support? (qualitative)</p>	<p>LONG TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain:</p> <p># and % participants reporting being better off 12 months after attending service:</p> <p>Q - I am better off after attending your service 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative)</p> <p>Q - Do you want further support? (qualitative)</p>	<ul style="list-style-type: none"> • Build social capital and local networks (including local and central governance) • Increase social inclusion and belonging to different communities • Promote understanding of diversity to increase social cohesion and solidarity in the community

Service Option 2: Provide a community centre

Service delivery for this option will focus on:

- providing a place for people to meet, interact and volunteer
- provide a soft-entry point with supported referrals for people who need more targeted or intensive support

PROBLEM	EVIDENCE	PROGRAM activities	MECHANISMS OF CHANGE	OUTPUTS & CLIENT OUTCOMES Client outcomes resulting from the TEI program as they relate to the NSW Human Services Outcome Framework Domains			SERVICE OPTION 2 GOAL
<p>Where children, young people, adults and families lack places to meet, interact and volunteer they are more at risk of:</p> <ul style="list-style-type: none"> • their needs being unmet, or not being met early • their vulnerability increasing • entering the service system 	<p>Community centres provide:</p> <ul style="list-style-type: none"> • a place for people to meet, interact and volunteer • a soft-entry point with supported referrals for people who need more targeted or intensive support 	<p>Flexible activities for Service Option 2 may include:</p> <ul style="list-style-type: none"> • providing a space for people to regularly meet • holding a function or forum • community planning • parenting groups • youth groups • early childhood education, care or support • maternal and child health • access to internet and Wi-Fi and/or equipment • Aboriginal Elders, Men's and Women's Groups • Aboriginal led enterprise • other activities or innovations that provide a place for people to meet, interact and receive supported referrals 	<p>Service Option 2 will help:</p> <ul style="list-style-type: none"> • provide places for people to meet, interact and volunteer, and provide soft-entry points with supported referrals for people who need more targeted or intensive support by providing community centres 	<p>SHORT TERM DATA:</p> <p>How much: # activities provided under TEI service option 2 # participants (including TEI & District priority groups)</p> <p>How well: # and % participant survey responses (quantitative and qualitative)</p> <p>Is anyone better off: # and % participants reporting being better off after attending service</p> <p>SURVEY QUESTIONS: Q - Did we understand your needs? 😊 😐 😞 Q - Did we help you access other services if needed? 😊 😐 😞 Q - Did we give you enough information? 😊 😐 😞 Q - Was our service easy to access? 😊 😐 😞 Q - Was our service culturally sensitive? 😊 😐 😞 Q - Are you more aware of places to meet, interact, volunteer & receive support as needed? 😊 😐 😞 Q - Why did you rate us this way? (qualitative) Q - How can we do better? (qualitative)</p>	<p>MEDIUM TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain: # and % participants reporting they are better off 6 months after attending the service: Q – I am better off after attending your service 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<p>LONG TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain: # and % participants reporting they are better off 12 months after attending the service: Q – I am better off after attending your service 😊 😐 😞</p> <p>Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<ul style="list-style-type: none"> • Providing a place for people to meet, interact and volunteer • Provide a soft-entry point with supported referrals for people who need more targeted or intensive support

Service Option 3: Provide community support

Service delivery for this option will focus on:

- increasing knowledge, skills, experience, confidence and wellbeing
- increasing social inclusion, participation, and individual capacity

PROBLEM	EVIDENCE	PROGRAM activities	MECHANISMS OF CHANGE	OUTPUTS & CLIENT OUTCOMES Client outcomes resulting from the TEI program as they relate to the NSW Human Services Outcome Framework Domains			SERVICE OPTION 3 GOAL
<p>Where children, young people, adults and families lack opportunities to increase their knowledge, skills, experience, confidence, capacity and wellbeing they are more at risk of:</p> <ul style="list-style-type: none"> • their needs being unmet, or not being met early • their vulnerability increasing • entering the service system 	<p>Community support is provided by:</p> <ul style="list-style-type: none"> • activities to increase knowledge, skills, experience, confidence and wellbeing • activities to increase social inclusion, participation and individual capacity 	<p>Flexible activities for Service Option 3 may include:</p> <ul style="list-style-type: none"> • providing learning, such as numeracy, literacy, financial resilience, training and employment skills • providing opportunities for volunteers to be involved • providing or arranging community transport • supporting Aboriginal Sorry business and Aboriginal healing • Aboriginal community advocate activities • other activities or innovations that provide community support 	<p>Service option 3 will help:</p> <ul style="list-style-type: none"> • increase knowledge, skills, experience, confidence and wellbeing, and increase social inclusion, participation and individual capacity by providing community support activities 	<p>SHORT TERM DATA:</p> <p>How much: # activities provided under TEI service option 3 # participants (including TEI & District priority groups)</p> <p>How well: # and % participant survey responses (quantitative and qualitative)</p> <p>Is anyone better off: # and % participants reporting being better off after attending service</p> <p>SURVEY QUESTIONS: Q - Did we understand your needs? 😊 😊 😊 Q - Did we help you access other services if needed? 😊 😊 😊 Q - Did we give you enough information? 😊 😊 😊 Q - Was our service easy to access? 😊 😊 😊 Q - Was our service culturally sensitive? 😊 😊 😊 Q - Has your knowledge, skills, experience, confidence, wellbeing, social inclusion, participation, and/or individual capacity increased? 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - How can we do better? (qualitative)</p>	<p>MEDIUM TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain: # and % participants reporting they are better off 6 months after attending the service: Q - I am better off after attending your service 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p> <p>EMPOWERMENT outcome domain: Digital Inclusion Index Wellbeing Index?</p> <p>EDUCATION & SKILLS outcome domain: % of children vulnerable on 2+ domains of the AEDC % of young people completing Yr 12 (Education)</p> <p>ECONOMIC outcome domain: # & % young people over 15 years earning or learning</p>	<p>LONG TERM DATA:</p> <p>SOCIAL & COMMUNITY outcome domain: # and % participants reporting they are better off 12 months after attending the service: Q - I am better off after attending your service 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p> <p>EMPOWERMENT outcome domain: Digital Inclusion Index Wellbeing Index?</p> <p>EDUCATION & SKILLS outcome domain: % of children vulnerable on 2+ domains of the AEDC % of young people completing Yr 12 (Education)</p> <p>ECONOMIC outcome domain: # & % young people over 15 years earning or learning</p>	<ul style="list-style-type: none"> • increase knowledge, skills, experience, confidence and wellbeing • increase social inclusion, participation and individual capacity

Service Option 4: Provide targeted support

Service delivery for this option will focus on:

- meeting the needs of people with known vulnerabilities, such as domestic and family violence, mental health needs, drug and/or alcohol needs, and social / economic disadvantage
- increasing the wellbeing and safety of children, young people and families

PROBLEM	EVIDENCE	PROGRAM activities	MECHANISMS OF CHANGE	OUTPUTS & CLIENT OUTCOMES Client outcomes resulting from the TEI program as they relate to the NSW Human Services Outcome Framework Domains			SERVICE OPTION 4 GOAL
<p>Where children, young people, adults and families with known vulnerabilities, such as domestic and family violence, mental health needs, drug and/or alcohol needs, or socio-economic disadvantage do not receive targeted support, or do not receive early targeted support, they are more at risk of:</p> <ul style="list-style-type: none"> • experiencing crisis • entering the statutory service system 	<p>Targeted support helps:</p> <ul style="list-style-type: none"> • meet the needs of people with known vulnerabilities, such as domestic and family violence; mental health needs; drug and/or alcohol needs; and social / economic disadvantage • increase the wellbeing and safety of children, young people and families 	<p>Flexible activities for Service Option 4 may include:</p> <ul style="list-style-type: none"> • counselling • parenting support and programs • supported playgroups • case management • brokerage • family support activities • youth activities • child care activities • immigration or interpreter support • legal and/or court support • Aboriginal supported playgroups/camps • Aboriginal preventative and restoration family support activities • other activities or innovations that provide targeted support 	<p>Service option 4 will help:</p> <ul style="list-style-type: none"> • meet the needs of people with known vulnerabilities, such as: domestic and family violence; mental health needs; drug and/or alcohol needs; and social / economic disadvantage • increase the wellbeing and safety of children, young people and families by providing targeted support activities 	<p>SHORT TERM DATA:</p> <p>How much: # activities provided under TEI service option 4 # participants (including TEI & district priority groups)</p> <p>How well: # and % participant survey responses (quantitative and qualitative)</p> <p>Is anyone better off: # and % participants reporting being better off after attending service</p> <p>SURVEY QUESTIONS: Q - Did we understand your needs? 😊 😐 😞 Q - Did we help you access other services if needed? 😊 😐 😞 Q - Did we give you enough information? 😊 😐 😞 Q - Was our service easy to access? 😊 😐 😞 Q - Was our service culturally sensitive? 😊 😐 😞 Q - Were your needs met by our service? 😊 😐 😞 Q - Why did you rate us this way? (qualitative) Q - How can we do better? (qualitative)</p>	<p>MEDIUM TERM DATA:</p> <p>HOME outcome domain: Rate of homelessness</p> <p>HEALTH outcome domain: Childhood obesity rates</p> <p>ECONOMIC outcome domain: # & % of young people over 15 years earning or learning</p> <p>SAFETY outcome domain: Rate of domestic & family violence Rate of Risk of Significant Harm Reports & non-Risk of Significant Harm Reports</p> <p>FOLLOW UP SURVEY (6 months): Q - I am better off after attending your service 😊 😐 😞 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<p>LONG TERM DATA:</p> <p>HOME outcome domain: Rate of homelessness</p> <p>HEALTH outcome domain: Childhood obesity rates</p> <p>ECONOMIC outcome domain: # & % of young people over 15 years earning or learning</p> <p>SAFETY outcome domain: Rate of domestic & family violence Rate of Risk of Significant Harm Reports & non-Risk of Significant Harm Reports</p> <p>FOLLOW UP SURVEY (12 months): Q - I am better off after attending your service 😊 😐 😞 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<ul style="list-style-type: none"> • Meet the needs of people with known vulnerabilities, such as: domestic and family violence; mental health needs; drug and/or alcohol needs; and social / economic disadvantage • Increase the wellbeing and safety of children, young people and families

Service Option 5: Provide intensive or specialist support

Service delivery for this option will focus on:

- providing intensive or specialist support
- meeting the needs of people with high and/or complex needs

PROBLEM	EVIDENCE	PROGRAM activities	MECHANISMS OF CHANGE	OUTPUTS & CLIENT OUTCOMES Client outcomes resulting from the TEI program as they relate to the NSW Human Services Outcome Framework Domains			SERVICE OPTION 5 GOAL
<p>Where children, young people, adults and families with high or complex needs do not receive intensive or specialist support, or do not receive early intensive or specialist support, they are more at risk of:</p> <ul style="list-style-type: none"> • compounding crisis • becoming entrenched in the statutory service system 	<p>Intensive or specialist support helps meet the needs of people with high / complex needs</p>	<p>Flexible activities for Service Option 5 may include:</p> <ul style="list-style-type: none"> • psychological, psychiatric or trauma-informed support activities • intensive or specialist parenting support • drug and/or alcohol support • intellectual and/or physical disability support • sexual assault support activities • family mediation • problem gambling • Aboriginal family/outreach/adol escent support activities • other activities or innovations that provide intensive or specialist support 	<p>Service option 5 will help:</p> <ul style="list-style-type: none"> • meet the needs of people with high / complex needs by providing intensive and specialist support activities 	<p>SHORT TERM DATA</p> <p>How much: # activities provided under TEI service option 5 # participants (including TEI & district priority groups)</p> <p>How well: # and % participant survey responses (quantitative and qualitative)</p> <p>Is anyone better off: # and % participants reporting being better off after attending service</p> <p>SURVEY QUESTIONS: Q- Did we understand your needs? 😊 😊 😊 Q - Did we help you access other services if needed? 😊 😊 😊 Q - Did we give you enough information? 😊 😊 😊 Q - Was our service easy to access? 😊 😊 😊 Q - Was our service culturally sensitive? 😊 😊 😊 Q - Did we meet your needs? 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - How can we do better? (qualitative)</p>	<p>MEDIUM TERM DATA:</p> <p>HOME outcome domain: Rate of homelessness</p> <p>HEALTH outcome domain: Childhood obesity rates</p> <p>ECONOMIC outcome domain: # & % of young people over 15 years earning or learning</p> <p>SAFETY outcome domain: Rate of domestic & family violence Rate of Risk of Significant Harm & non- Risk of Significant Harm</p> <p>FOLLOW UP SURVEY (6 months): Q - I am better off after attending your service 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<p>LONG TERM DATA:</p> <p>HOME outcome domain: Rate of homelessness</p> <p>HEALTH outcome domain: Childhood obesity rates</p> <p>ECONOMIC outcome domain: # & % of young people over 15 years earning or learning</p> <p>SAFETY outcome domain: Rate of domestic & family violence Rate of Risk of Significant Harm & non- Risk of Significant Harm</p> <p>FOLLOW UP SURVEY (12 months): Q - I am better off after attending your service 😊 😊 😊 Q - Why did you rate us this way? (qualitative) Q - Do you want further support? (qualitative)</p>	<ul style="list-style-type: none"> • Provide intensive / specialist support • Meet needs of people with high / complex needs

Overview of TEI Performance, Monitoring and Evaluation Framework

As outlined in the diagram below, the TEI PMEF is a learning cycle where local service delivery is regularly reviewed based on performance monitoring, three types of evaluation, and local and central decision making:

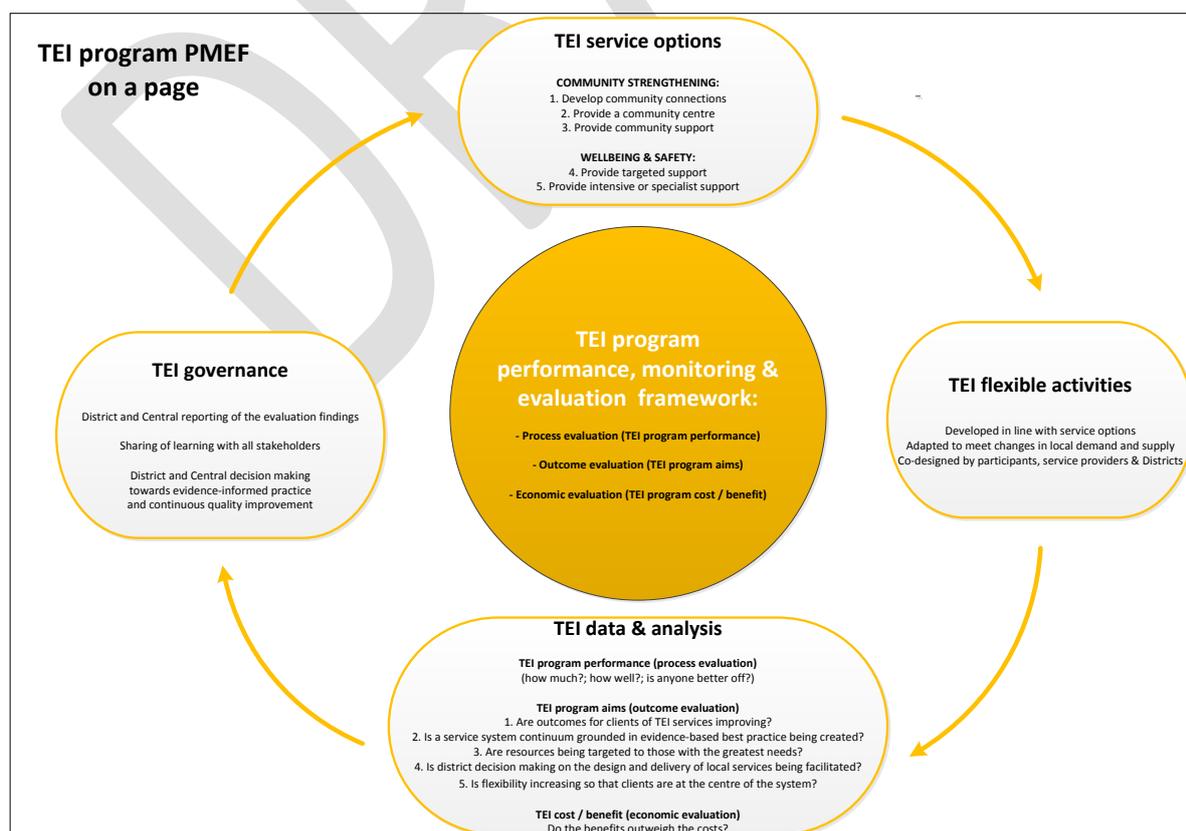
1. TEI service options - services are commissioned by FACS in response to local needs and priorities; collaboration with other government and community effort; and provided under two streams ('Community Strengthening' and 'Wellbeing & Safety') which include five service options.

2. TEI flexible activities – are developed in line with the five TEI service options; are adapted to meet changes in local demand and supply; and are co-designed by participants, service providers and FACS Districts.

3. TEI data and analysis – data on TEI activities is collected and analysed using three types of evaluation:

- TEI program performance (how much; how well; is anyone better off)
- TEI program aims (are outcomes for clients of TEI improving; is a service continuum grounded in evidence-based best practice being created; are resources being targeted to those with the greatest needs; is District decision-making on the design and delivery of local services being facilitated; is flexibility increasing so that clients are at the centre of the system)
- TEI cost / benefit (do the benefits outweigh the costs)

4. TEI governance – evaluation findings are reported to local and central governance arrangements; learning is shared with all stakeholders; and decisions are made to support continuous quality improvement, more evidence-informed practice, and local service systems that adapt TEI service option delivery as needed.



Evaluation components

In line with the NSW Government Program Guidelines, evaluation of the TEI program includes three embedded evaluation components - process, outcome and economic:

- process evaluations will monitor and evaluate performance using a Results-Based Accountability approach, including measures relating to activities and participants, and participant and service provider feedback about quality and impact
- outcome evaluations will monitor and evaluate progress of the five TEI program aims
- economic evaluations will monitor and evaluate the cost / benefit of the TEI program.

Each evaluation component is further detailed in the following section, including the evaluation questions to be answered, the evaluation methodology to be used, and the evaluation data required.

Process evaluations of TEI program performance

As outlined in the *NSW Government Program Evaluation Guidelines*, process evaluation looks at how a program is delivered, describing the program's current operating conditions and identifying processes hindering success. When done early it can ensure the program has been implemented as intended, or the program's fidelity has been adhered to.

As an ongoing evaluative strategy, process evaluation can be used to continually improve programs by informing adjustments to service delivery. Process evaluation is most valuable in supporting outcome evaluation. When a program hasn't met its outcomes, process evaluation can help distinguish implementation issues from design issues.

The process (or formative) evaluation and related evaluation questions have been developed using a Results Based Accountability approach, which asks how much did we do, how well did we do it, and, is anyone better off.

Evaluation questions

1. How many TEI activities are delivered in each district and state-wide?
2. How many participants in each activity?
3. How many participants from TEI and district priority groups?
4. How well are TEI activities delivered in line with the TEI quality practice areas?
5. Is anyone better off after participating in TEI activities? (including positive/negative and intended/unintended changes).

Methodology

The methodology being used in the process evaluations of TEI performance includes a mixed method of quantitative and qualitative data including performance measures and feedback from participants and service providers.

Performance data will be collected in line with [FACS Funded Contract Management Framework](#).

The data required for process evaluations will be collected in three stages: at the time of service delivery, including participant and service provider feedback; and two follow up surveys at 6 and 12 months (client survey questions and formats will be further developed in consultation with key stakeholders and using an evidence-based approach to be more user-friendly and appropriate for different participants, including young people, people with a cultural and linguistically diverse background, Aboriginal people, and people with a disability).

Data requirements

Initial data collection includes performance measures for each of the five TEI program service options as detailed in the TEI program logic.

Follow up feedback is collected at 6 and 12 months after service delivery to help measure the extent participants are better off, or want further support.

Outcome evaluations of TEI program aims

The outcome (or summative) evaluations will determine the extent the TEI program is achieving its aims, locally and centrally.

The related evaluation questions have been developed based on the TEI program aims, which are to:

- improve outcomes for clients of TEI services
- create a service system continuum grounded in evidence-based best practice
- target resources to those with the greatest needs
- facilitate local FACS District decision-making on the design and delivery of local services
- increase flexibility so that clients are at the centre of the system.

Evaluation questions

1. Are outcomes for clients of TEI services improving?
2. Is a service system continuum grounded in evidence-based practice being created?
3. Are resources being targeted to those with the greatest needs (in collaboration with other government and community resources)?
4. Is district decision-making on the design and delivery of local services being facilitated?
5. Is flexibility increasing so that clients are at the centre of the system?

Methodology

The methodology being used in the outcome evaluations of TEI program aims includes district and Central governance regularly (e.g. quarterly) considering the evaluation questions and sharing their findings.

Data requirements

The data required includes:

- evaluation findings about TEI performance in each district and state-wide
- any identified barriers or innovative practices contributed by stakeholders
- accomplishments achieved
- stories or anecdotes about how the lives of TEI participants and communities have improved.

Economic evaluation of TEI program

Economic evaluation identifies, measures, and values a program's economic costs and benefits. It can inform decision-making and promote efficient resource allocation. It can also be used to compare alternatives, including a no policy-change option, on a consistent basis.

Economic evaluation assigns a value to a program's inputs and outcomes. Therefore, a quality economic evaluation can only be done when a program is producing reliable results data that can be valued.

This framework is using a cost-benefit analysis, which involves the consistent valuation of costs and benefits in monetary terms for both monetary and non-monetary variables (economic, social and environmental) across time for each district and state-wide.

Evaluation questions

1. Do the benefits of the program outweigh the costs?
2. Is the return on expenditure adequate to justify investment in the program?

3. Can resources be allocated more effectively?

Methodology

(TBA)

Data requirements

(TBA)

Co-design and communication

In line with the NSW Government Commissioning and Contestability Policy, the TEI program is endeavoring to use a co-design (or collaborative design) approach. Co-design is a process where all stakeholders are involved in developing solutions, including participants such as children, young people, parents and communities.

The co-design approach goes beyond consultation by building and developing equal collaboration between people affected by, or attempting to, resolve a particular challenge.

Co-design begins with the participants, their experiences, perspectives, values, challenges and understandings. Through local governance arrangements districts are seeking to hear the voices of all relevant stakeholders.

Government Information (Public Access) Act 2009

This framework aims to support the object of the [Government Information \(Public Access\) Act 2009](#) (the GIPA Act), which is to open government information to the public and advance government that is open, accountable, fair and effective.

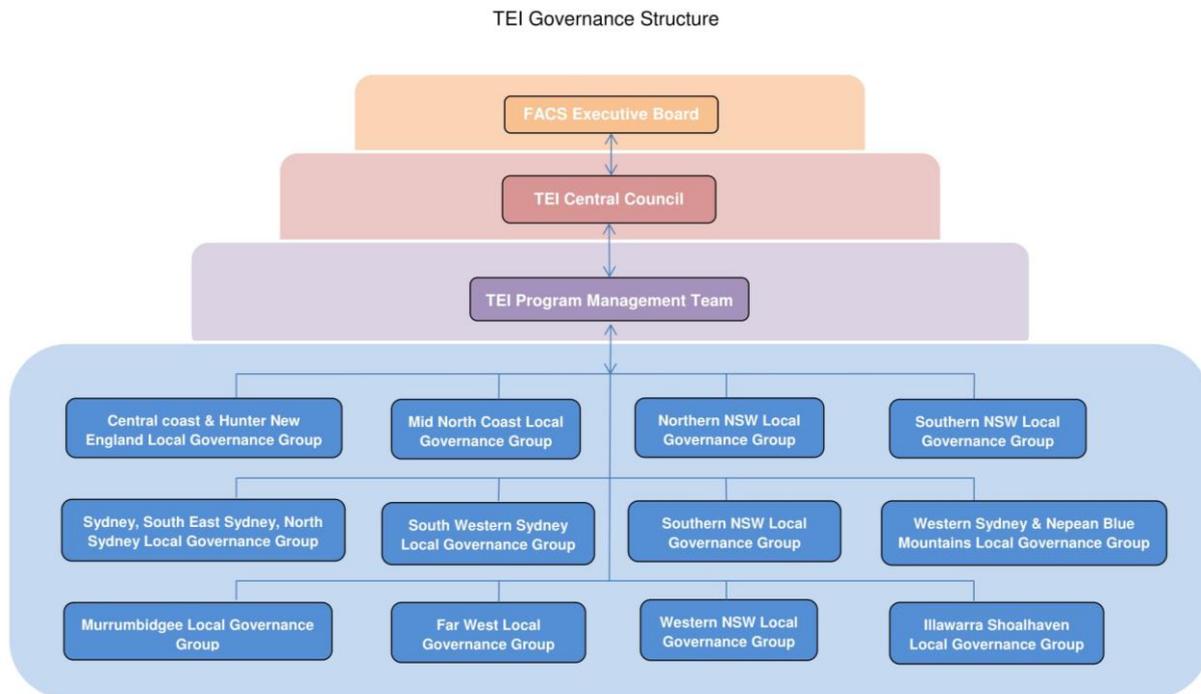
Public participation is integral to Open Government. The GIPA Act contains a number of mechanisms to ensure that citizens have a knowledge of and access to government information that is both current and significant in relation to the formulation of policy and service delivery by agencies, together with access to arrangements to participate in the formulation of policy and service delivery by agencies.

These mechanisms are promoted through Agency Information Guides, which provide a clear and consistent device through which citizens are able to identify information held by agencies with certainty and confidence. In coupling this legislative certainty with opportunities to participate in agency policy formulation and service delivery the GIPA Act provides the mechanism to promote responsiveness by government – see [FACS Agency Information Guide](#)

Data Sharing (Government Sector) Act 2015

This framework aims to support the NSW Government commitment to Open Data. The [Data Sharing \(Government Sector\) Act 2015](#) enshrines a commitment to promote and use government sector data as a public resource, facilitate expeditious sharing of government sector data between agencies, and confirm existing data-sharing safeguards.

TEI governance structure



Group	Role
FACS Executive Board	The FACS Executive Board is the principal governance and decision making committee of the department.
TEI Central Council	The purpose of the Council is to act as the state-wide governance body for the TEI program reform. The Council will oversee the implementation of the TEI program across the state and where necessary advise Districts as to its implementation.
TEI Program Management (FACS Families & Place, Ashfield)	TEI Program Managers will be responsible for: <ul style="list-style-type: none"> developing the TEI program in collaboration with key stakeholders implementing and monitoring the TEI program facilitating the TEI Central Council supporting FACS Districts
Local Governance Groups	Formalised local governance groups chaired by FACS District staff involving relevant NGO and Aboriginal service providers, district staff from FACS, and other NSW health and human service agencies. The local governance groups facilitate district decision-making on the design and delivery of local services.
Service Providers	Service providers: <ul style="list-style-type: none"> provide community input and participate in the design process abide by the FACS Funding Contract Management Framework abide by the Performance Monitoring and Evaluation Framework
Clients and the Community	Clients and the community: <ul style="list-style-type: none"> participate in the service delivery process provide feedback on quality and impact of service delivery as part of the Performance Monitoring and Evaluation Framework

More info

For more information about the Targeted Earlier Intervention Reform:

- visit the [FACS website](#)
- subscribe to the [TEI Newsletter](#)
- Contact your FACS District Commissioning and Planning Team
- Email the TEI Program Management team: TEIReform@facs.nsw.gov.au

Glossary

TERM	DEFINITION
Cost Benefits Analysis	Cost Benefits Analysis (CBA) compares the costs and benefits of a program in monetary terms.
Developmental Evaluation	Supports innovative and adaptive development by bringing data to inform and guide decision-making in complex, dynamic environments.
Evaluation	A rigorous, systematic and objective process to assess the effectiveness, efficiency, appropriateness and sustainability of programs.
Experimental Design	Considered the strongest methodology for demonstrating a causal relationship between program activities and outcomes. It measures changes in the desired outcome for participants in an intervention group.
Economic Evaluation	Economic evaluation involves the identification, measurement and valuation of the costs and benefits of a program. Economic evaluation can be used to compare two or more alternative (including a no-policy-change option) on a consistent basis.
Findings	Factual statements about a program which are based on observed evidence. Findings include statements and representations of the data, but not interpretations, judgments or conclusions about what the findings mean or imply.
Formative Evaluation	Explores if and how a program or initiative is making progress toward its goal.
Monitoring	A process to periodically report against planned targets (key performance indicators). Tracks adherence to accountability requirements or uses quantitative indicators to routinely measure progress.
Non-Experimental Design	These designs also referred to as descriptive or observational studies. They do not involve a control group, but instead only look at changes among participants before and after implementation of the program, or relies entirely on qualitative data. It is important to note however that qualitative data from stakeholders (such as program staff and clients) is essential for contextualising outcomes and is useful in providing a narrative around the quantitative data. Therefore quality outcome evaluations will typically include one or more qualitative methods to complement a quantitative methodology.
Outcome	A result or effect that is caused by, or attributable to, the program.
Outcome Evaluation	Outcome evaluation seeks to verify a causal link between pre-defined program activities and outcomes. It identifies the overall positive or negative outcomes, and ideally for whom under what conditions the program is most effective. It is preferable that it also considers any unintended consequences for participants or stakeholders. Outcome evaluation should occur when the program has been running long enough to produce reliable results.
Performance Monitoring	A management process to periodically report against planned targets. Generally, monitoring seeks to determine whether sufficient progress is being made towards targets, or a business process is operating within predefined parameters.
Pre and post studies	A pre and post study involves observations about participants before and after the program with no control group. This is defined as non-experimental because without a control group, effects cannot be attributed to the program as there is potential for influence from external factors. It only measures whether a change in outcomes measures has occurred since a program has commenced. A pre and post study with a control group improves the validity of this study design and the strength of the evidence produced.
Process Evaluation	Process evaluation investigates how a program is delivered, and may consider alternative delivery processes. It can also be very useful in supporting an outcome evaluation, describing the program's current operating conditions which are most likely to support or impede success. As an ongoing evaluative strategy, it can be used to continually improve programs, informing adjustments to delivery. Process evaluations draw on data from a wide range of sources (e.g. document review, observation, surveys, qualitative inquiry and analysis of administrative program data) depending on the nature of the program being evaluated.
Program	A set of activities managed together over a sustained period of time that aims to deliver outcomes for clients or client groups.
Program Logic	A management tool that presents the logic of a program in a diagram or chart (with related descriptions). The program logic illustrates the logical linkage between the identified need or issue that a program is seeking to address, its intended activities and processes, their outputs, and the intended program outcomes.
Qualitative methods	Qualitative methods include focus groups, in-depth interviews or questionnaires administered to program staff, participants or other stakeholders. Qualitative data is essential for contextualising outcomes and is useful in providing a narrative around the qualitative data. Quality outcome evaluations will typically include one or more qualitative methods to support their quantitative methodology.
Quasi-Experimental Design	These methodologies seek to compare outcomes for program participants and a (non-random) control group, or through phased rollout of a program (e.g. multiple baseline design). They are typically used when it is not feasible or ethical to use an experimental design (e.g. randomised control trial). High quality quasi-experimental designs are well suited to measuring program impact on intended outcomes.
Randomised control trial (RCT)	Experimental design originally developed in the health field in which it is considered the gold standard for evaluating the effectiveness of an intervention. Individuals are randomly assigned to receive an intervention or a control condition. Randomisation is central to the design because it eliminates selection bias (where assignment to the intervention group might be influenced by perceived relevance or potential benefit). When undertaken with sufficient numbers, randomisation also generally balances groups on variables (both known and unknown) that might affect the outcome of the study. Subsequently, any differences in outcomes observed between groups can be attributed to the intervention rather than to another cause or external factors.
Research	Seeks answers to questions in order to generate new knowledge and/or understanding.
Summative Evaluation	Determines the long-term effects (positive or negative, intended or unintended) of a program or initiative.