
GFGSA Business Model

PATRON

Mrs Lan Le
Wife of His Excellency
The Governor of South Australia



Grandparents For Grandchildren

CHILDREN | CARERS | ADVOCACY | SERVICE

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GFGSA Business Model – Key Drivers¹

*Early
Intervention*

*Provider of
Choice*

*Value
for
Money*

*Results
Based
Accountability*

*High Impact
Programs
and Services*

The Key Drivers @ Work

What we do

- **Grandparents For Grandchildren (GFGSA) is a unique, early intervention service working in a practical way to prevent at risk children from entering the statutory child protection system and keeping them within their extended families.**
- GFGSA empowers, informs and supports Grandcarers and Kinship Carers to become confident long term primary carers.
- Provide selective services designed to meet the needs of Grandcarers, Kinship Carers and their children by:
 - Engaging with clients through narrative practice to understand family circumstances and determine a preferred outcome.
 - Identifying options and other methodologies in working towards the desired outcome.
 - Assisting clients navigate through government agencies and their processes.
 - Obviating the instances of Grandcarers and Kinship Carers approaching Ministers, the media and DCP Executive.
 - Providing support to clients in the State Youth Court and Federal Family Law Court Hearings.
 - Introducing and developing support networks.
 - Building direct connections with support and professional groups that engage with clients' needs.

How we do it

- GFGSA provides premises, personnel and accessibility to clients seeking to deliver the best long-term outcomes for children. The organisation remains dynamic and engaged with the child protection space.

Why we do it

- To prevent children from entering the statutory child protection system where other viable options are available.
- To enhance the lives of children and to assist them live in a stable, secure, caring and nurturing environment while remaining connected to family, culture and community.
- To assist Grandcarers and Kinship Carers provide stability for the children and to advocate for their needs.

Who we do it for

- Children who are at risk as the result of parental/family dysfunction.
- Family members who have become and/or recognise the need to become the primary carers of these children at risk.

How we are accessed

- By enquiry via the Web, Facebook, Telephone hotline, Email, or drop in.
- By referrals through the SA Department for Child Protection, other State agencies including the Department of Education and SA Police, Federal government agencies, State and Federal politicians, health services, medical practitioners, mental health services, community services, NGOs and word of mouth.

What are measures of success

- Current outcome statistics demonstrate that GFGSA is successfully providing quality, innovative programs that benefit children at risk.
- Quadrupled the annual growth of new clients over the past 3-4 years.

¹ Each key driver is expanded upon in Appendices 1-5

Introducing GFGSA

A Unique, State wide - early intervention service

Grandparents For Grandchildren (GFGSA) is a South Australian wide, early intervention organisation that supports and works alongside the SA Government's child protection systems and focuses on the safety of children at risk, who through family dysfunction, are either currently, or in the process of being supported by Grandcarers or Kinship Carers as their primary carers. This includes children from Culturally and Linguistically Diverse (CALD) and Aboriginal and Torres Strait Islanders (ATSI) backgrounds. GFGSA is the multi award winning Peak Body for Grandparents and Kinship Carers and is the only organisation of its kind in Australia.

With almost two decades' background of support and with significant success over the past five years, GFGSA has achieved substantial impact, including:

- Quadrupled the annual growth of new clients
- Established a Mobile Outreach Service (MOS) to facilitate service delivery and to promote the recruitment of carers across SA whilst meeting an increasing demand from ATSI and CALD clients
- Winner of four (9) Premier's Awards for Outstanding Service from previous and present governments
- A finalist in the prestigious Governor's Multicultural Awards to two recent occasions
- Established an *Education Arts and Sports Fund* Program for Grandcarers and Kinship Carers financially struggling to meet the costs of school uniforms, laptops, iPads, school excursions
- Established the *GFGSA Village Program* designed to create support networks and structure around vulnerable children experiencing a family fracture resulting in kinship care
- Inaugural recipient of STARservice recognition and now working towards ASES

An organisation with a dynamic future

GFGSA is a service provider that is recognised as being:

Best practice

Leading

Dynamic

Different

GFGSA has a clear focus on achieving and continuing to deliver on the following:

- Making a positive difference to the welfare of children
- Providing quality services that are recognised as assisting the needs of Grandcarers and Kinship Carers
- Providing cost effective outcomes that achieve the agreed goals of funders

An organisation that is respected

GFGSA is proud that Federal and State senior politicians (across all major political parties) have acknowledged the importance of the services that are provided. Politicians have been instrumental in supporting or encouraging GFGSA to build and develop our highly valued services. That is, services that are recognised as impacting positively on the welfare of children and their carers.

Further recognition is exemplified by the fact that GFGSA's Patron is the wife of His Excellency The Governor of South Australia; and GFGSA's founder was recently recognised with an OAM for her services to the community.

A provider of choice

There are 10 qualities that explain why GFGSA is a dynamic and different organisation and as a result, the provider of choice. These qualities (summarised below) are described in Appendix 2.

- Visionary Leadership
- Governance that is Future Driven
- Mission Imperative
- Diversifying Partners
- Building our Capacity
- Measuring our Effectiveness
- Resonating with Community
- Engaging those who Care
- Innovating Creatively
- Progressing Justice

Why should GFGSA be supported

Supporting Children at Risk

GFGSA should be recognised, promoted and funded to continue to expand the work that it undertakes, given the increasing number of families experiencing dysfunction and the growing number of children being supported by Grandcarers. That is, GFGSA's growth in providing an early intervention frontline service to Grandcarers, Kinship Carers and the at-risk children, which in turn reduces the potential cost to the State if these children were to become ensconced in statutory care.

Supporting Grandcarers and Kinship Carers

GFGSA needs to be firmly established as a resilient and sustainable organisation driven by the growing demand for Grandcarer support as well as the increased complexity of that support. Grandcarers continue to be bewildered by the bureaucracy, the legal structures and the increased disadvantage they experience as they focus on stabilising the lives of their Grandchildren.

What it means to the South Australian Government

Currently the SA government is providing direct financial support to GFGSA in the order of \$120,000 per annum to assist with accommodation and infrastructure requirements to enable GFGSA's early intervention front line services to be delivered to Grandcarers and Kinship Carers and their children at risk.

Statistics clearly demonstrate that Grandcarers and Kinship carers provides more effective outcomes for a child compared with foster care. Anecdotal comments suggest there is less impact on the welfare dollar for a child in kinship care to a child in foster care. Whilst formal cost benefit studies have not been undertaken to compare foster care and Grandcarer and Kinship carer outcomes; the economic cost to the community (and government) is argued to be less in a Grandcarer and Kinship carer environment compared with a foster care environment.

A Sustainable Organisation

Sustainability comes from an innovative and adaptable business model, not from preserving a focus on natural growth. Delivering:

- Valuable programs and services; that
- Meet the needs of the Grandcarers; and
- Gain the results that are required

are key elements within GFGSA.

GFGSA focuses on what value will be demanded in the future and delivers value-based quality services.

Nevertheless, to be sustainable GFGSA must also recognise its strengths and its weaknesses and be realistic about how it meets its challenges. Essentially the following high-level SWOT presents the main drivers for GFGSA's sustainability:

S = Staff, Uniqueness, Vision

W = Lack of , lack of recognition by government

O = Changing government focus, Engaging sponsors

T = Lack of \$, External forces recruiting staff from GFGSA

To address the above, GFGSA must differentiate and be recognised as the organisation that achieves results, provides positive impact and is the 'go to' organisation.

How will GFGSA differentiate and continue to be recognised?

As the provider of choice, GFGSA continues to enhance its positioning and reputation in South Australia through the 10 characteristics described in Appendix 2. By focusing on these characteristics GFGSA is strengthening its positioning as a leader, a voice, and an organisation that delivers significant results to Grandcarers and Grandchildren through the early intervention, prevention and ongoing services.

Appendix 1 – Focus on early intervention

GFGSA's methodology is firmly based on early intervention practices and processes that are currently applied in direct service provision to achieve:

- Our vision, mission and values; and
- Stakeholder needs and preferences.

GFGSA's methodology will continue to adapt to changing needs and preferences but within the context of early engagement to address issues, provide services that achieve effective results for Grandcarers, Kinship Carers and the children.

GFGSA Operating Practice

GFGSA is recognised for providing early intervention through individualised, family-focused advocacy to Grandcarers and Kinship Carers to assist them as carers, to achieve better outcomes for the children.

Client contact, through telephone, website or Facebook Messenger is triaged and responded to as soon as practicable, always within 24 hours, mostly less. Within business hours, callers can speak with a Carer Advocate immediately.

GFGSA's Carer Advocates are matched with clients experiencing particular issues so that appropriate, focused advocacy is provided. They use judgement and experience in determining the most appropriate course of action or response. Personal care plans are developed with clients with a high level of sensitivity. Many clients attend in person at GFGSA's city office utilising support groups and information and education sessions. Practical assistance in the form of food hampers or food vouchers is available, where appropriate.

Clients are given time (and as early as possible) to relate their concerns so that a holistic assessment can be made of their situation. Often, simply the act of speaking openly to a neutral party can be therapeutic. GFGSA's Carer Advocates are aware of many of the triggers which may pre-empt or signal a crisis and are able to advise and refer accordingly. A courtesy call is common to ensure clients are satisfied with the information or referral given. Alternate or follow up information may be required. Client notes and information are recorded concurrently and uploaded to the GFGSA database for ongoing and future reference.

Features of Carer Advocacy

Professional Advocacy Service for individual carers

Within the context of "making a positive difference to the welfare of children", GFGSA is resolute about providing direct and appropriate services to Grandcarers and Kinship Carers. That is, "to provide Grandcarers with advice in relation to a range of difficult situations that they encounter in providing care".

Provision of information, advice, support, education and training

GFGSA provides information, advice, support, education and training to Grandcarers and Kinship Carers.

Provision of services state-wide to South Australia (including outreach services in regional locations)

GFGSA has developed and is successfully providing a Mobile Outreach Service (MOS) which travels to all regions across the State to provide assistance to Grandcarers and Kinship Carers. The highly visible MOS is well received and regarded, for the connection that it provides to regional locations where there has been a dearth of quality services to assist Grandcarers in the past. There is an expanding need for such services. GFGSA has the experience and has been building the connection to communities in regional and remote locations.

Provision of culturally appropriate service responses.

GFGSA has developed and is successfully providing services to ATSI and CALD Grandcarers and Kinship Carers across the State. This service area is increasing in activity and additional skilled resources are continually being sought. GFGSA's Team currently includes representation from many diverse multicultural backgrounds.

Appendix 2 – Focus on provider of choice

The below set of characteristics is the guide for positioning GFGSA as a provider of choice.

<i>Visionary Leadership</i>	GFGSA has: <ul style="list-style-type: none"> • Strong purpose driven leadership guided by the CEO and his Executive Team. • Leadership that is empowered by the Board to pursue and enable growth.
<i>Governance that is Future Driven</i>	GFGSA's skills-based Board that recognises: <ul style="list-style-type: none"> • Its constitutional requirements. • They are the drivers of future direction and growth. • The importance of risk assessment and embracing dynamic strategies to achieve organisational purpose.
<i>Mission Imperative</i>	GFGSA is mission focused and ensures: <ul style="list-style-type: none"> • It is relevant, it is solid, it is lived, and it is the mantra that drives leadership and stakeholders forward.
<i>Diversifying Partners</i>	GFGSA builds effective working relationships: <ul style="list-style-type: none"> • With organisations and agencies that complement and advance purpose, mission and values. • Which are strengthened through MOUs and agreements, by supporting mutual growth and shared benefits.
<i>Building our Capacity</i>	Through "Visionary Leadership" and "Governance that is Future Driven", GFGSA's capacity is enhanced by the: <ul style="list-style-type: none"> • Quality of the services offered. • Quality of the skills provided.
<i>Measuring Our Effectiveness</i>	GFGSA focus is: <ul style="list-style-type: none"> • Results that matter and to show success in our purpose. • Results that are critical to demonstrate GFGSA is an achiever and continually driving for success. • Applying Results Based Accountability principles where outcomes-driven funding decisions are paramount.
<i>Resonating with Community</i>	GFGSA is a vital community and charitable organisation, recognised for its: <ul style="list-style-type: none"> • Value to Grandcarers, Kinship Carers, the at risk children, families and individuals. • Business approach that is nimble and relevant for the services and resources that are provided.
<i>Engaging those who Care</i>	GFGSA has committed staff, who provide the: <ul style="list-style-type: none"> • Best services possible within resource constraints. • Strength of the organisation.
<i>Innovating Creatively</i>	GFGSA is recognised for: <ul style="list-style-type: none"> • Thinking differently, and that stakeholders see it is OK to think differently. • Challenging the status quo and advocating for new, changed or alternative approaches to service delivery. • Expecting all stakeholders to be flexible, innovative, nimble, but above all relevant.
<i>Progressing Justice</i>	GFGSA expects staff to: <ul style="list-style-type: none"> • Be thought leaders and advocates of change. • Ensure clients achieve the best outcome for their circumstances, in the least amount of time; and that outcome are sustainable.

Appendix 3 – Focus on value for money

GFGSA is a dynamic and flexible organisation, with leadership that is also focused on making a sustainable and positive difference to its clients. GFGSA's ethos has innovation and value for money ingrained in the way services are provided. GFGSA is also focused on ensuring outcomes add value, are relevant and real for its clients. This is achieved by being aware of the needs of all stakeholders and adapting to the changing requirements.

- 54% of children in out of home care in South Australia (and in fact Australia-wide) are cared for by grandparents and other family members, external to any statutory intervention. GFGSA advocates for this group with responsibility for more than 14,000 family members across the State. GFGSA is the only organisation of its kind in Australia. It is unique.
- GFGSA has almost two decades of experience in this sector with background knowledge, networks, professionalism and contacts. No other organisation has this skills base.
- GFGSA is the only organisation of its kind with an established Mobile Outreach Service (MOS) and the GFGSA Village Program to facilitate service delivery across all regions of South Australia. Services include face-to-face meetings with Grandcarers and Kinship Carers, liaison with associated NGOs and Government offices, attending forums, workshops, Expos and information sessions.
- GFGSA's offices are ideally located in the central CBD:
 - 5-minute walk from both the Federal Family Law Court and the State Youth Court
 - City South tram stop and bus stops at the front door which also facilitates visits to the city by train
 - Ample street parking outside and around the building
 - Disabled parking at the front door with disabled access and facilities in the building
 - Our office has a theatre with fully interactive Wi-Fi multimedia presentation screen, Smartboard and capacity to seat up to 50 guests. Information and Training Sessions are held monthly. Each session has a specific theme and a professional facilitator. The focus of each session is to address Grandcarer and Kinship Carers' concerns and issues.
- GFGSA maintains contacts with agencies supporting the ATSI sector. Partnerships have been formed with many organisations such as Nunkuwarrin Yunti, Kornar Winmil Yunti and many smaller regional organisations and NGOs.
- GFGSA has developed strong bonds within the CALD sector and is establishing a working relationship with the Multicultural Communities Council of SA; by having staff from many multicultural backgrounds; and being recently acknowledged by the Governor's Multicultural Awards program as a finalist.
- GFGSA maintains a tight network of legal practitioners many offering subsidised and pro bono work for our clients.
- GFGSA has established an Education, Arts and Sports Fund Program whereby Grandparents and Kinship Carers can apply for a grant to assist with related expenses they may be temporarily unable to meet. Such as school uniforms, laptops, iPads, school camps, sporting equipment etc.
- GFGSA is the first organisation to be awarded STARservice recognition by state government, is an ACNC registered Charity and holds a Deductible Gift Recipient (DGR) endorsement with the Australian Tax Office. These have facilitated GFGSA's high success rate with grant awards to fund its programs. GFGSA is also the proud recipient of four (9) Premier's Awards for Outstanding Volunteer Service.
- GFGSA maintains strong relationships with providers such as Foodbank and Oz Harvest who provide assistance to our needier clients with food as required throughout the year, and food hampers at Christmas. As GFGSA's focus is always on the welfare of children, we maintain relationships with other organisations enabling us to provide extras for children such as tickets to the Adelaide (formerly Clipsal) 500, Christmas Party at the Zoo, theatre and cinema tickets, and Christmas toys and gifts.

Appendix 4 – Focus on results based accountability

GFGSA is focused on results and sustained impact which is directly linked to the quality of our services, how services are valued, and how services are perceived.

GFGSA is structured to improve the circumstances of and empower Grandcarers by:

Case Management: All carers are provided with a Carer Advocate (CA) who is their point of contact with the organisation and other service providers. GFGSA's CAs work as a team to provide continuity to carers by being able to offer services and advice if their CA is unavailable.

Triage: Carers are triaged by the Principal Carer Advocate to ensure the most urgent cases are dealt with as soon as possible. GFGSA has a service standard of all phone calls being returned within 24 hours.

Face to face: Meeting with a carer at an interview, education and training session, community event or MOS provides the carer with a level of service that cannot be attained through a phone call alone. This face-to-face contact enables the carer to develop a personal connection with GFGSA staff. Connecting with staff before a situation arises will make it easier for the carer to reach out for help when they need it.

Holistic: - CAs use a holistic approach to support carers, drawing on a variety of disciplines to ensure carer needs are met. GFGSA's holistic services ensure carers have up-to-date information about changes to reforms, laws and processes.

Wrap around: CAs use a network of multi-disciplinary service providers that are best placed to meet the needs of carers. The carer decides if the CA is the link between them and the service provider, or a companion who goes with them to court hearings, meetings with DCP staff and other agencies such as the NDIA.

Appendix 5 – Focus on high impact programs and services

GFGSA has the capacity, processes and staff capability to deliver program and services that are relevant, targeted and achievable.

These programs and services currently include:

- Advocate for Grandcarers – informing them of their rights
- Assist by providing referrals to Government and service providers
- Assist Grandcarers with respite care
- Assist Grandcarers through legal processes and legal aid applications
- Guide Grandcarers through the Family Law Court, Youth Court, child protection agencies and Centrelink
- Obviate the need for Grandcarers to engage with Ministers, the media or DCP Chief Executive
- Assist identify the financial benefits that Grandcarers may have entitlement to claim or apply for. e.g. Family Tax benefits, parenting payments, child care benefits
- Assist with the requirements of Health Care cards and available concessions
- Assess the need for Family Dispute Resolution (Mediation) as an alternative to proceedings at Family Court.
- Provide support through the Family Court processes and provide advice on legal costs and representation
- Provide advocacy in regard to Commonwealth and State laws and changes to relevant policies and legislation that impact on Grandcarers
- Provide access to support groups sponsored by GFGSA
- Provide on-going support to Grandcarers
- Provide a Mobile Outreach Service (MOS) and GFGSA Villages for regionally based clients
- Provide regular Information & Training Sessions e.g. on respite care, other services [providers strengthening their networks and working with GFGSA], information on caring for children affected by drugs and much more