

## MAP AND GAP REPORT- University of Western Australia

### 3.0.1 Children and Youth Support Services in Hedland

#### 3.0.1.a. Services Offered and Performance Indicators

In the map and gap analysis of support services provided in the Hedland Region, fourteen non-government organisations (NGOs) were identified that provide support for children and youth (including services relating to parenting support): Child Australia, EdConnect, Empowering People in Communities (EPIC), Foodbank WA, Gumala Aboriginal Corporation (GAC), HOPE Community Services, Mackillop Family Services, Ngala, One Tree Services, Rose Nowers Early Learning Centre, V Swans, WA Council of Social Services, YMCA WA, and Youth Involvement Council Inc.

YMCA WA operates a Child Parent Centre in South Hedland that, in partnership with other agencies, offers programs to support children's learning, school readiness, health, and wellbeing. The Centre also provides parenting information and support, and referrals to other support services. Two of the agencies that YMCA WA partners with to run the programs are Child Australia and GAC. The Centre also runs a school holiday program with activities for children and their families. In 2015-16 YMCA WA adopted the outcomes framework tool 'Results Based Accountability™' to measure the effectiveness of their programs and services, however, no information about this measure was obtained. Two additional early learning centres in the Hedland region are Len Taplin's Children's Services (Port Hedland) operated by One Tree Services, and Rose Nowers Early Learning Centre (South Hedland).

In addition to offering programs out of early learning centres and providing out of school hours care, Child Australia offers two programs of note in the Hedland region. The West Pilbara Mobile Children's Service (WPMCS), working in collaboration with community school teaching staff, travels to remote Indigenous communities to provide opportunities for children's learning through intentional play experiences, and ultimately, to facilitate a smooth transition to school for all children. Child Australia also operates the 'Home Interaction Program For Parents and Youngsters' (HIPPY) - Hedland; this home-based program aims to build the skills of parents and carers to improve educational outcomes for their children. While no information about the organisation's performance indicators were provided, the organisation tracks the number of children reached weekly through the programs, and the number of workshops and other services delivered.

GAC offers a variety of community services in the Hedland region, but most pertinent to the Children and Youth Support Services sector is the Abecedarian Approach Australia (3a program) run out of the YMCA WA Child Parent Centre. The 3a program is targeted towards 0-4 year old children and their parents, and provides activities that aim to promote positive interactions between caregivers and their children. A main goal of the program is to empower caregivers to sustain these quality interactions with their children in the home environment. GAC also offers financial support to parents through the kindergarten assistance program and primary school assistance program for costs associated to schooling. GAC partly measures program performance on the percentage of assistance applications accepted by the

organisation, as well as the school attendance percentage of students who received assistance from the program.

Two additional NGOs providing parenting support programs in the Hedland region are Ngala and EPIC. Ngala provides a phone line for parenting support, and offers parent education sessions throughout the Pilbara upon request; the parenting support service caters to children aged 0-18. Ngala partly measures program performance on the number of families receiving phone support, the number of parents attending workshops or groups, and the number of families accessing community programs. EPIC's parenting programs also cater to parents of children aged 0-18, with a particular focus on young parents, fathers, Aboriginal and Torres Strait Islanders, and parents from culturally and linguistically diverse backgrounds. The programs seek to help parents and caregivers manage the challenges of parenting by building knowledge, skills, and confidence, helping them to understand children's development, and helping them to identify local community supports and other relevant networks. One such program is the '123 Magic and Emotion coaching' program which aims to help parents and carers identify emotions, and develop different strategies to manage challenging behaviour.

Several NGOs in the Hedland region also offer educational programs directly geared towards primary school and high school level children. EdConnect run the 'Pilbara Mentoring Program' out of St Cecilia's Catholic School and Hedland Senior High School. The purpose of the program is to mentor disadvantaged and at-risk young persons to enhance their wellbeing and academic ability. EdConnect partly measures program performance on the number of students supported, the number of volunteer hours invested in the program, and changes on dimensions of concentration, disruptive behaviour, prosocial behaviour, academic function, social function, stress, and self-esteem, for students supported by the program. The 'Shooting Goals' program operated by V Swans is a sport specialist program that links sports to health and physical education learning requirements of the Western Australian Education Curriculum. In partnership with North Regional TAFE, the program also offers students the opportunity to attain Certificate I, II, and III Vocational Educational and Training (VET) outcomes as part of an annual progression over their high school years. V Swans measures program performance, in part, based on high school retention rates, school attendance and participation, year 12 attainment, and number of students completing the VET certificates.

Foodbank WA provides the Foodbank School Breakfast program to South Hedland Primary School, Baler Primary School, Port Hedland Primary School, and Hedland Senior High School; the free service ensures all children at the schools have access to a nutritious breakfast. Foodbank WA also provides healthy eating and cooking workshops at these schools. Foodbank WA measures performance, in part, on the number of students supported, the number of breakfasts and emergency meals served in schools across WA per week, and the percentage of schools indicating that students were positively impacted by the program on dimensions of schooling, personal and social capability, and social and environmental factors.

Through their Education Services program, Mackillop Family Services provides education and training to young people who are disengaged or at risk of disengaging from schooling. Mackillop also assists young people with employment and training, housing, and developing independent living skills. The organisation's Youth Support Service also extends to supporting youth who are homeless or at risk of becoming homeless, and providing out-of-home care support. These services are embedded in the more generalised family support services the organisation provides to vulnerable families. Mackillop has identified the organisation's key performance

indicators as: the number of children and families assisted by the organisation; quality and outcomes of programs; client satisfaction; compliance with legislation, regulations, reporting requirements, and policies; employee engagement; operating budget performance; and satisfaction of children and young people in out of home care.

The Youth Involvement Council (YIC) based in South Hedland offers a variety of youth support services in the Hedland Region. These include: the 'Youth Accommodation Program' which is a 24/7 crisis accommodation service for youth aged 15-25 years; the 'Youth Involvement Council Social Enterprise' which offers at-risk youth of working age meaningful employment; 'Case Management' for individual young persons to engage them in positive recreational and diversionary activities and help them to achieve their goals; the 'YIC Youth Centre' which is a drop-in service for adolescents aged 10-17 years providing recreational and diversionary activities while improving life skills; 'Deadly Hearts', an outreach program targeted towards at-risk 5-10 year-olds to provide recreational activities and divert them away from the Youth Justice System; and the 'Mingle Mob' outreach program which also aims to reduce antisocial and criminal behaviour by engaging youth in prosocial recreational, sporting, and community activities and events. The performance metric principally used in YIC's annual reports is the number of client contacts for each program.

HOPE Community Services operates the Youth Bail Options Program in Hedland, which provides a secure home environment and individualised day program for youth (10-17 years) who have been charged with a criminal offence and are on supervised bail. The focus of the day program is on physical and mental health, basic hygiene, education, and life skills. HOPE measures performance each year, in part, by the number of youth impacted by the Youth Bail Options Program.

Finally, the WA Council of Social Services (WACSS), an advocacy NGO, oversees the 'Hedland Early Years Network' which unites many of the support services within the children and youth support services sector. WACSS advocates for positive social change, and works to strengthen the capacity of individuals, communities, and NGOs in the children and youth support services sector by providing training, consultancy, sector development activities, and building connections between organisations within the sector. Of the fourteen NGOs offering children and youth support services in Hedland that were identified in the map and gap analysis, four explicitly identified being part of the 'Hedland Early Years Network' working group. Additionally, five NGOs identified being part of the 'Hedland Youth Stakeholder Action Group', and five identified being part of the 'Hedland Collective' working group. A complete summary of working group involvement for NGOs providing children and youth support services in Hedland can be found in Appendix Table A.

### 3.0.1.b. Funding and Investment in Community, and Impact of Services

YMCA WA receives a significant portion of their total revenue through the services they offer including: family and children's services (2015-16: 42%, 2016-17: 45%, 2017-18: 49%), and health and wellness (2015-16: 25%, 2016-17: 22%, 2017-18: 19%). As can be seen from Table 1, government funding also accounts for a large portion of total revenue (2015-16: 12%, 2016-17: 15%, 2017-18: 14%). YMCA WA receives government funding from the Department of Aboriginal Affairs, Department of Child Protection and Family Support, Department of Local

Government and Communities, and Department of Education, among others. Aside from the services offered, YMCA WA directly invests a percentage of total annual expenditure in the community through client consumables and program costs (2015-16: 6%, 2016-17: 7%, 2017-18: 6%).

**Table 1. Funding for non-government organisations (NGOs) offering children and youth support services in Hedland, for the financial years: 2015-2016, 2016-2017, and 2017-2018**

Organisation	Total Revenue \$ '000			Government funding Federal (State) %			Corporate funding/ service agreements %			Donations/fundraising %			Other Income %		
	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018
Child Australia	11,000	8,600↓	9,100↑	-	29	25↓	-	-	-	-	-	-	-	71	75↑
EdConnect	832	865↑	930↑	22	36↑	37↑	-	-	-	4	< 1↓	< 1	19	13↓	10↓
Empowering People in Communities	5,552	5,223↓	7,527↑	89	89	92↑	6	6	3↓	< 1	< 1	< 1	4	13↑	4↓
Foodbank WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Gumala Aboriginal Corporation	4,783	5,894↑	7,304↑	-	-	-	-	-	-	-	-	-	80	86↑	64↓
HOPE Community Services	7,506	9,000↑	-	-	-	-	-	-	-	< 1	< 1	1	5	3↓	5↑
Mackillop Family Services	67,000	77,700↑	113,000↑	6(87)	4(88)↓	3(82)↓	-	-	-	< 1	< 1	< 1	6	7↑	14↑
Ngala	-	-	20,200	-	-	9(46)	-	-	-	-	-	< 1	-	-	-
One Tree Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rose Nowers Early Learning Centre	1,400	1,500↑	-	44	48↑	-	-	-	-	-	1	-	-	-	-
V Swans	2,227	-	-	-	-	-	-	-	-	-	-	-	-	-	-
WA Council of Social Services	3,400	2,400↓	2,800↑	65	66↑	67↑	-	-	-	-	-	-	-	27	26↓
YMCA WA	35,900	-	35,300↓	12	15↑	14↓	-	-	-	-	-	-	67	67	68↑
Youth Involvement Council Inc	10,800	2,400↓	2,900↑	-	-	-	-	-	-	-	-	-	10	17↑	48↑

Note: Funding data extracted from NGO's annual reports; values represent approximations. Arrows indicate increase or decrease in funding amount from the previous year.

State-wide, YMCA WA delivered 230 services with more than 3,107,643 participations in the 2017-18 financial year according to the organisations annual report. In 2015-16, the YMCA WA operated Child Parent Centre in Hedland received a rating of 'Exceeding National Quality Standards' by the Education and Care Regulatory Unit, with only 24% of Centres across Australia meeting this standard.

Rose Nowers Early Learning Centre receives a significant portion of their total revenue through government grants (2015-16: 44%, 2016-17: 48%) and a small percentage through donations and bequests (2016-17: 1%). No financial data was collected from One Tree Services. No information regarding the impact of either early learning centre was obtained.

Child Australia's WPBCS is funded through the Department of Education, while HIPPY Headland is funded by the federal government. As an organisation, Child Australia has changed their financial model in the last two years to reflect the consolidation of the sector and the greater difficulty in obtaining federal and state funding to implement programming; Child Australia now uses a fee for service model with services funding their own professional development and support to meet their needs. In the 2016-17 financial year, fee for service accounted for 71% of total revenue, while federal and state government funding accounted for the remaining 29% of total revenue. Staffing accounted for 74% of total expenditure, while operational costs accounted for the remaining 26% of expenditure. In the 2017-2018 financial year, fee for service accounted for 75% of total revenue, while federal and state government funding accounted for the remaining revenue. Similar to the previous year, staffing continued to be the largest item of expenditure at 73% of total expenditure. No data was obtained on the impact of the two programs delivered specifically in the Hedland region by Child Australia, however, the 2016-17 annual report stipulates that as an organisation Child Australia reached 652 children weekly, presented 3,427 hours' worth of onsite consulting and workshops, and since July 2016, 70% of Child Australia's clients achieved a rating of 'exceeding'.

GAC generates the majority of its total revenue through General Gumala Foundation funding (2015-16: 75%, 2016-17: 55%, 2017-18: 85%), with other revenue coming from government (Department of Aboriginal Affairs, Department of Prime Minister and Cabinet, Lotterywest) and corporate (Rio Tinto) grants. Aside from the services provided, GAC directly invests a percentage of total annual expenditure on its education and training program (2015-16: 12%, 2016-17: 7%, 2017-18: 9%). In the 2017-18 financial year, 27 kindergarten, 298 primary school, and 146 high school support applications were received, and 88% were accepted. Out of those students who received GAC support, average attendance was reported to be 85% for primary school students, and 81% for high school students.

Ngala's total revenue comes largely from state government grants (2017-18: 46%) including the Department for Child Protection and Family Support, Department of Health, Child and Adolescent Health Service, Lotterywest, and Department of Education. Ngala also receives a percentage of their total revenue from the federal government (2017-18: 9%), and funding from the corporate sector companies (2017-18: 6%), such as Rio Tinto, BHP, and Woodside. In the financial year 2017-18, Ngala reported that 13,095 families received phone support, 1,744 parents attended workshops/groups, and 1,870 families accessed a community program across WA.

EPIC is funded predominantly by state government funding (2015-16: 89%, 2016-17: 89%, 2017-18: 92%), and in particular, the Disability Services Commission WA (2015-16: 53%, 2016-

17: 64%). However, the parenting programs that EPIC provide are specifically funded by the Department of Local Government and Communities. Aside from the services provided, each financial year EPIC invests a percentage of total expenditure in service and program expenses (2015-16: 0.2%, 2016-17: 0.4%, 2017-18: 0.4%), client consumables (2016-17: < 0.1%, 2017-18: < 0.1%), and donations (2015-16: < 0.1%, 2016-17: < 0.1%, 2017-18: 0.3%).

As an organisation, EdConnect is funded largely through service agreements (2015-16: 55%, 2016-17: 50%, 2017-18: 52% - of total revenue). EdConnect also receives government grants from the Department of Education, and funding from corporate and philanthropic companies such as the Roy Hill Foundation, the William Buckland Foundation, and the Alcoa Foundation. Part of the total revenue for EdConnect per annum also comes from school membership fees (2016-17: 7%, 2017-18: 8%). The Roy Hill Foundation specifically funds the Pilbara mentoring program at St. Cecilia's Catholic Primary School in Port Hedland. In each of their annual reports, EdConnect record the total number of volunteer hours invested in the education programs across the 250+ schools the programs operate in, and calculate the money returned to the Australian community from this; the volunteer hours and calculated investment in the Australian community as a percentage of total revenue are as follows: 2015-16: 1,790 hours a week, 368% of total revenue returned to community; 2016-17: 1,866 hours a week, 376% of total revenue returned to community; 2017-18: 1,986 hours a week, 372% of total revenue returned to community. Over the past three financial years, EdConnect has supported, on average, 11,113 Australian students each year. Additionally, an average post-mentoring scale is used to measure average changes on attitude and behaviour dimensions of students supported by the program. A snapshot of the average changes reported by school staff include a 93% reduction in disruptive behaviour in 2016-17 (88% reduction in 2017-18), and an 89% improvement in social skills in 2016-17 (99% improvement in 2017-18).

The entire V Swans program is funded by grant money from the government sector (Department of Prime Minister and Cabinet), and corporate sector (BHP). 'Program expenses and communities' accounted for 28% of total expenditure in 2014-15, and 21% in 2015-16, while the largest expense was employee costs (2014-15: 42%, 2015-16: 52%). For the 2015-16 financial year, it was reported that as a result of the V Swans 'Shooting Goals' program, 50 high school students gained their Certificate II in Sport and Recreation and their Level 1 Coach Accreditation.

Foodbank WA has reported that the School Breakfast program and Healthy Eating and Cooking workshops are funded by government, corporate, and philanthropic sponsors. In particular, BHP is a major supporter of the Healthy Eating and Cooking workshops. 2018 data suggests that the School Breakfast program supports over 20,200 students, and serves over 60,000 breakfasts and 25,000 emergency meals per week in WA schools. Additionally, a snapshot of the proportion of schools that indicate 'All' or 'Most' of their School Breakfast program students were positively impacted by the program in terms of 'readiness for learning' was 88%, 'task concentration' was 81%, 'physical health' was 69%, 'social relations with School Breakfast program school staff' was 83%, and 'social relations with other School Breakfast program students' was 83%.

Mackillop Family Services is predominantly funded by government grants (2015-16: 93%, 2016-17: 92%, 2017-18: 85% - of total annual revenue). Of this funding, the majority is derived from state government departments such as the Department of Child Protection and Family Support (2015-16: 87%, 2016-17: 88%, 2017-18: 82% - of total annual revenue), while the remainder is

derived from federal government departments such as the Department of Social Services, Department of Education, Employment, and Workplace Relations, and Department of Health and Ageing (2015-16: 6%, 2016-17: 4%, 2017-18: 3% - of total annual revenue). Aside from the services provided, a percentage of total expenditure also goes directly toward client expenses each year (2015-16: 12%, 2016-17: 13%, 2017-18: 13%). In the 2015-16 financial year, Mackillop Family Services reported that they supported eight Aboriginal foster carers in Port Hedland, and across all programs (nationally) the organisation supported 232 young people with education services. In the 2017-18 financial year, the organisation reported that across all programs they supported 1000 young people in out of home care, 5,500 clients with early intervention and parenting supports, and 384 children with alternative education. However, because no performance targets were presented, relative success or failure of the organisation's KPIs are unknown.

The substantial majority of the total revenue for YIC each year comes from grant money (2015-16: 82%, 2016-17: 83%, 2017-18: 54%) made up of a combination of government (Department of Communities, Department of Prime Minister and Cabinet, Lotterywest), and corporate/philanthropic (BHP, Rio Tinto, Hope Community Services) funding. In the past two annual reports provided by the organisation, 'client service costs' accounted for 7% of total expenditure. In the past three annual reports, the Youth Accommodation program had 65(46), 87(60), and 50(38) intakes, respectively (number of individuals in brackets - some clients presented more than once throughout the year), the Youth Centre had 1323(423), 2876(441), and 5474 contacts, respectively (number of individual clients in brackets - where reported), the Deadly Hearts program had 154, 3344, and 4587 contacts, respectively, and finally, the Mingle Mob Outreach program had 804, 4751, and 7523 contacts, respectively for each of the three yearly reporting periods.

HOPE Community Services receives the majority of its yearly total revenue from a combination of grants and service agreements (2015-16: 93%, 2016-17: 94%, 2017-18: 93%) including from the Mental Health Commission, Department of Justice, Lotterywest, Youth Involvement Council Inc, and Save the Children. In the past three years of annual reports, 'program expenses' has accounted for 18%, 23%, and 24% of total annual expenditure, respectively. HOPE Community Services has reported that the Youth Bail Options Program impacted 122 young persons in the 2015-16 financial year, 114 young persons in the 2016-17 financial year, and 565 young persons in the 2017-18 financial year.

WACSS derives the majority of its total revenue each year from government funding (2015-16: 65%, 2016-17: 66%, 2017-18: 67%), including the Department of Local Government and Communities, Department of Prime Minister and Cabinet, Lotterywest, and Department of Social Services. WACSS also derives part of its yearly total revenue from corporate memberships (2016-17: 12%, 2017-18: 11%) including Ngala, Foodbank WA, and YMCA WA. In the past three annual reports provided by the organisation, 'social policy' expenditure accounted for 25%, 37%, and 27% of total expenditure, respectively, while 'sector services and development' accounted for 47%, 40%, and 26% of total expenditure, respectively.

### 3.0.1.c. Summary of Children and Youth Support Services in Hedland

- Of the fourteen NGOs identified in the map and gap analysis that provide children and youth support services in Hedland, the function of the organisations can be further broken down into the following categories:
  - Three organisations operating early learning centres (YMCA WA, One Tree Services, Rose Nowers Early Learning Centre)
  - Four organisations providing parenting support services (Child Australia, EPIC, GAC, Ngala)
  - Three organisations offering child and adolescent education support and social wellbeing programs (EdConnect, Foodbank WA, V Swans)
  - Two organisations offering more generalised youth support services including youth justice system diversionary programs, employment, and homelessness support (Mackillop Family Services, Youth Involvement Council Inc)
  - One organisation providing support to youth involved in the youth justice system (HOPE Community Services)
  - One advocacy organisation that oversees the Hedland Early Years Network, builds connections between NGOs in the community services sector, and strengthens the capacity of NGOs to provide quality support services (WACSS)
  
- Across the fourteen NGOs, performance is measured, at least in part, by the number of children and families supported by a program, as well as a perceived improvement in children's attitudes and behaviours on academic, social, and environmental dimensions. Of the fourteen children and youth support services included in the analysis, only one explicitly identified KPIs (Mackillop Family Services), however no targets or outcomes were presented to ascertain the relative success or failure of the KPIs. Additionally, while many of the NGOs presented the number of clients reached, and the number of program components delivered, no targets were presented to assess relative performance of services in terms of organisational KPIs.
  
- The fourteen NGOs offering children and youth support services derive funding from federal and state government grants, corporate funding (including grants, service agreements, and sponsorships), trust funds, philanthropic foundations, fees for service, charity donations and fundraising. Of the thirteen NGOs for which there was sufficient information to discern the major sources of funding:
  - Five receive the majority of their total revenue from government funding (EPIC, Mackillop Family Services, Ngala, Rose Nowers Early Learning Centre, WACSS)
  - Five receive the majority of their total revenue through an unclear combination of government and corporate funding (EdConnect, Foodbank WA, HOPE Community Services, V Swans, YIC)
  - Two receive the majority of their total revenue from fees for service (Child Australia, YMCA WA)

- One receives the majority of its total revenue from a trust fund (GAC)
- Information about the impact of the services directly on the Hedland region is lacking. Of the information that is available:
  - The youth centre operated by YIC averages 3,224 contacts a year, the youth accommodation program averages 67 intakes a year, the Deadly Hearts program averages 3,965 contacts a year, and the Mingle Mob Outreach program averages 6,137 contacts a year
  - The HOPE Community Services Youth Bail Options Program impacted 122 young persons in the 2015-16 financial year, 114 young persons in the 2016-17 financial year, and 565 young persons in the 2017-18 financial year
  - In the 2015-16 financial year, Mackillop Family Services supported eight Aboriginal foster carers in Port Hedland
  - In the 2015-16 financial year, the YMCA WA Child Parent Centre in Hedland received a rating of 'Exceeding National Quality Standards' by the Education and Care Regulatory Unit, with only 24% of Centres across Australia meeting this standard
- Information about the NGOs' investment in the Hedland community specifically, is also lacking. However, aside from the labour services contributed by organisation employees, the following more direct financial investment in the Australian community has been reported:
  - On average, 6% of YMCA WA's total expenditure each year goes directly to client consumables and program costs
  - On average, 9% of GAC's total expenditure each year goes directly to education and training program costs
  - On average, 372% of EdConnect's total revenue each year is invested in the community through volunteer work hours
  - On average, 24% of V Swan's total expenditure each year goes directly to program and community expenses
  - On, average 13% of Mackillop Family Service's total expenditure each year goes directly to client services
  - On average, 0.3% of EPIC's total expenditure each year goes directly to service and program expenses, and less than 0.2% of the organisation's total expenditure each year goes directly to client consumables and donations
  - On average, 7% of YIC's total expenditure each year goes directly to client service expenses

- On average, 'social policy' accounts for 30% of WACSS's total expenditure each year, and 'sector services and developments' accounts for 38% of WACSS's total expenditure each year

## 3.0.2 Law and Justice Support Services in Hedland

### 3.0.2.a. Services Offered and Performance Indicators

In the map and gap analysis of support services provided in the Hedland Region, six NGOs were identified that provide law and justice support services: Aboriginal Family Law Services, Hedland Women's Refuge, Legal Aid WA, Pilbara Community Legal Services (PCLS), Pilbara Community Services Ltd, and Yamatji Marlpa Aboriginal Corporation (YMAC).

Aboriginal Family Law Services offers advocacy, casework, court support, and legal representation, and assists with Violence Restraining Orders, criminal injuries compensation, child protection matters, and family law matters – though it has been reported that the organisation is limited to matters involving an element of family violence in Hedland. The organisation also provides community legal education programs to the Hedland community. Aboriginal Family Law Services measures performance, in part, on the number of files and matters heard, the number of cases closed, the total number of clients, and the number of community legal education sessions delivered throughout the year.

Legal Aid WA is another service that provides equitable access to legal information and advice, duty lawyer services, legal representation, and community legal education services. It has been reported that the organisation focusses primarily on criminal law matters in Hedland. Legal Aid WA measures performance each year, in part, by the percentage of eligible applicants who receive a grant of legal aid, the percentage of persons who are provided with a duty lawyer service, and the percentage of callers successfully accessing infoline services. In the 2017-18 financial year, the organisation also set performance targets on the average cost per legal representation, legal information service, and legal advice.

PCLS also offers legal representation and legal support, including: legal and financial counselling, tenancy advocacy, housing support, community legal education, a domestic violence outreach initiative, and a migrant settlement service. It has been reported that PCLS focusses primarily on family law and child protection cases in Hedland. PCLS measures performance each year against set targets for the total number of legal information services provided, legal advices given, opened cases, closed cases, and community legal education sessions delivered.

YMAC provides legal representation and research to assist with Native Title claims for Aboriginal people. In Hedland this service covers the Ngarla, Kariyarra, and Njamal people. YMAC measures yearly performance, in part, by the number of groups assisted with legal, research, and mediation services, and the number of active claims represented.

Pilbara Community Services Ltd provides reintegration services for offenders incarcerated in Roebourne Regional Prison, as well as their family members; these services include: pre-release support services to remand and sentenced prisoners such as learning skills that allow them to contribute to society upon release, and post-release services to reintegrate offenders

into the community. No information about how the organisation measures program performance was obtained.

Hedland Women's Refuge provides 24 hour crisis accommodation to women and children who are escaping family violence or who are homeless due to crisis. No information was obtained about how the organisation measures performance.

Of the six NGOs providing law and justice support services in Hedland that were identified as part of the map and gap analysis, three identified being part of the 'Hedland Family Violence Action Group', two identified being part of the 'Court Clerks Hedland' working group, and one identified being part of the 'Hedland Collective' working group. A complete summary of working group involvement for NGOs providing law and justice support services in Hedland can be found in Appendix Table A.

### 3.0.2.b. Funding and Investment in Community, and Impact of Services

As depicted in Table 2, Aboriginal Family Law Services is funded predominantly by grant money (2013-14: 98%, 2014-15: 98% - of total annual revenue), from the Department of Prime Minister and Cabinet, under the national Family Violence Prevention Legal Service Program. Aside from employee benefits (2013-14: 67%, 2014-15: 69%) and operating expenses (2013-14: 29%, 2014-15: 28%) which constitute the majority of total expenditure for the organisation each year, a percentage of total yearly expenditure is also directly invested in community legal education (2014-15: 0.3%). According to the organisation's 2014-15 annual report, the breakdown of files and matters for the South Hedland regional office was: nine care and protection cases, 16 family court cases, 48 criminal injury compensation cases, with a total of 73 cases, and 21 cases closed throughout the financial year. Additionally, it was reported that 110 legal and non-legal advices were provided to the Hedland community, and 281 community legal education sessions were provided across six regional offices including Hedland.

The significant majority of the total revenue for Legal Aid WA each year comes from government funding (2015-16: 94%, 2016-17: 95%, 2017-18: 96%), which is made up of state government grants (2015-16: 55%, 2016-17: 57%, 2017-18: 56%), and federal government grants (2015-16: 39%, 2016-17: 38%, 2017-18: 40%). For the past three years, 'legal service expenses' has constituted an average 30% of total expenditure. On average, 86% of eligible applicants received a grant of legal aid, 18% of persons were provided with a duty lawyer service, and 40% of callers successfully accessed infoline services from Legal Aid WA in the past three years. Legal Aid WA met their KPI of percentage of eligible applicants who receive a grant of legal aid in the 2015-16 financial year (target: 77%, actual: 88%) and in the 2017-18 financial year (target: 85%, actual: 86%), but not the 2016-17 financial year (target: 87%, actual: 85%). The organisation met their KPI of percentage of persons who are provided with a duty lawyer service in the 2017-18 financial year (target and actual: 20%), but not the 2015-16 financial year (target: 17%, actual: 16%). The organisation met their KPI of percentage of callers successfully accessing infoline services in the 2016-17 (target: 17%, actual: 20%) and 2017-18 (target and actual: 67%) financial years, but not the 2015-16 financial year (target: 81%, actual: 60%). Finally, Legal Aid WA failed to meet their average cost per legal representation (target: \$3,813, actual: \$4,166), legal information service (target: \$56, actual: \$61), and legal advice (target: \$224, actual: \$236) KPIs in the 2017-18 financial year. These KPI failings were

attributed to higher than expected expensive case costs granted for state and federal criminal matters, time delays in court, an increase in complexity of legal matters, staff training for infoline services, and an increase in the complexity and duration of infoline calls all contributing to a greater cost of services.

PCLS receives the majority of its yearly total revenue from government grants (2015-16: 67%) including from the Department for Child Protection and Family Support, Department of Prime Minister and Cabinet, Federal Attorney General's Department, Department of Commerce, and WA Law Society, and also from corporate grants (Rio Tinto, Fortescue Metal Groups). Aside from the legal services provided, a percentage of total expenditure each year goes directly to client disbursements and brokerage (2015-16: 1%, 2016-17: 3%, 2017-18: 3%). PCLS's housing support program in South Hedland is granted 10 houses a year to provide to clients in need. In the 2016-17 financial year, the Supported Tenancy Education Program received 24 referrals and 90% of housed clients were reported to have remained in their tenancies. The South Hedland family violence outreach program assisted 216 clients in the 2014-15 financial year, 215 clients in the 2015-16 financial year, and 254 clients in the 2016-17 financial year. Each year, PCLS provides, on average, 1,628 legal information services, 3,925 legal advices, and 8 community legal education sessions across the Pilbara (based on 2015-16 and 2016-17 annual report data). The organisation met their KPIs for total number of legal information services provided (target: 700; 2014-15: 983; 2015-16: 2,273) and legal advices given (target: 2250; 2014-15: 3,501; 2015-16: 4,348) in the two consecutive financial years for which data was obtained (targets were the same across both years). Additionally, PCLS met their KPIs for the number of closed cases (target: 300) in the 2014-15 financial year (actual: 340), but not the 2015-16 financial year (actual: 281), and the number of community legal education sessions delivered (target: 10) in the 2015-16 financial year (actual: 11), but not the 2014-15 financial year (actual: 5). Finally, PCLS failed to meet the KPI for the number of opened cases (target: 300) in the 2015-16 financial year (actual: 187; no data was provided for the 2014-15 financial year).

YMAC receives its total revenue each year through a combination of government funding (2015-16: 74%, 2016-17: 85%, 2017-18: 89%) and fees for services (2015-16: 13%, 2016-17: 12%, 2017-18: 10%). In the 2015-16 financial year, YMAC reported that they provided legal, research, and mediation assistance to 23 claim groups within the Pilbara and Yamatji regions, and represented 26 active claims. In the 2016-17 financial year, YMAC reported that they represented 24 active claims and had 156 agreements concluded.

Pilbara Community Services Ltd has indicated that the organisation is funded predominantly by the Department of Corrective Services (now the Department of Justice). No information about the impact of the organisation or investment in the community was obtained.

No information was obtained in relation to how Hedland Women's Refuge is funded, nor the impact of the organisation or its investment in the community.

**Table 2. Funding for non-government organisations (NGOs) offering law and justice support services in Hedland, for the financial years: 2015-2016, 2016-2017, and 2017-2018**

Organisation	Total Revenue \$ '000			Government funding Federal (State) %			Corporate funding/ service agreements %			Donations/fundraising %			Other Income %		
	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018
Aboriginal Family Law Services	4,060*	4,035↓**	-	98*	98**	-	-	-	-	-	-	-	2*	2**	-
Hedland Women's Refuge	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Legal Aid WA	77,600	80,000↑	86,000↑	39(55)	38(57)	40(56)	-	-	-	-	-	-	6	5↓	4↓
Pilbara Community Legal Services	3,800	3,800	-	3(64)	-	-	-	-	-	-	-	-	6	3↓	-
Pilbara Community Services Ltd	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Yamatji Marlpa Aboriginal Corporation (YMAC)	16,500	13,700↓	14,200↑	74	85↑	89↑	-	-	-	-	-	-	13	12↓	10↓

Note: Funding data extracted from NGO's annual reports; values represent approximations. \* denotes 2013-2014 data. \*\* denotes 2014-2015 data. Arrows indicate increase or decrease in funding amount from the previous year.

### 3.0.2.c. Summary of Law and Justice Support Services in Hedland

- Of the six NGOs identified in the map and gap analysis that provide law and justice support services in Hedland, the function of the organisations can be further broken down into the following categories:
  - Three organisations providing legal representation, legal support, and community legal education services in matters of criminal law, and family law including child protection and family violence matters (Aboriginal Family Law Services, Legal Aid WA, PCLS)
  - One organisation providing legal representation and research for native title claims (YMAC)
  - One organisation providing support services to persons involved in the criminal justice system (Pilbara Community Services Ltd)
  - One organisation providing crisis accommodation to victims of crime (Hedland Women's Refuge)
- Across the six NGOs, performance is measured, at least in part, by the number of clients supported by a service and the percentage of persons seeking support who receive a service. Two of the six NGOs providing law and justice services in Hedland explicitly identified performance targets (Legal Aid WA, PCLS) and also presented data assessing service delivery in relation to the KPIs. Legal Aid WA met their KPIs for percentage of eligible applicants receiving a grant of legal aid, percentage of persons provided with a duty lawyer service, and percentage of callers successfully accessing infoline services in the 2017-18 financial year, but were hit and miss with meeting these KPIs in the two preceding years. The organisation failed to meet their KPIs for average cost per legal representation, legal information service, and legal advice in the 2017-18 financial year. These KPI failings were attributed to unexpected legal fees, court processes, and increased complexity of service delivery - contributing to a greater cost of services. PCLS met their KPIs for total number of legal information services and legal advices in the two consecutive financial years for which data was obtained, but were hit and miss with meeting KPIs for the number of closed cases, opened cases, and community legal education sessions across the 2014-15 and 2015-16 financial years.
- The six NGOs offering law and justice support services in Hedland derive funding from government and corporate grants. Of the five NGOs for which there was sufficient information to discern the major sources of funding, all five receive the majority of their total revenue from government funding (Aboriginal Family Law Services, Legal Aid WA, PCLS, Pilbara Community Services Ltd, YMAC).
- Information about the impact of the services directly on the Hedland region is lacking. Of the information that is available:
  - In the 2014-15 financial year, Aboriginal Family Law Services managed a total of 73 cases, closed 21 cases, and provided 110 legal and non-legal advices to the Hedland community

- PCLS's housing support program in South Hedland is granted 10 houses a year to provide to clients in need. In the 2016-17 financial year, the Supported Tenancy Education Program received 24 referrals and 90% of housed clients were reported to have remained in their tenancies. The PCLS South Hedland family violence outreach program assisted 216 clients in the 2014-15 financial year, 215 clients in the 2015-16 financial year, and 254 clients in the 2016-17 financial year
- Information about the NGOs' investment in the Hedland community specifically, is also lacking. However, aside from the labour services contributed by organisation employees, the following more direct financial investment in the Australian community has been reported:
  - In the 2014-15 financial year, 0.3% of the total expenditure for Aboriginal Family Law Services went directly to community legal education
  - For the past three years, legal service expenses have constituted, on average, 30% of total expenditure for Legal Aid WA
  - A percentage of total expenditure for PCLS each year goes directly to client disbursements and brokerage (2015-16: 1%, 2016-17: 3%, 2017-18: 3%)
  - In the past three years of annual reports for HOPE Community Services, program expenses have accounted for 18%, 23%, and 24% of total annual expenditure, respectively

### 3.0.3 Employment Support Services in Hedland

#### 3.0.3.a. Services Offered and Performance Indicators

In the map and gap analysis of support services provided in the Hedland Region, five NGOs were identified that provide employment support services: Ashburton Aboriginal Corporation (AAC), Bloodwood Tree Association Inc., EPIC, IBN Group, and Karla Nyiyaparli Aboriginal Corporation (KNAC).

AAC offers various activities in the community for Aboriginal job seekers to attend which aim to benefit the individual through skill-building, and the broader community from the fruition of the community projects; part of the portfolio of activities includes Work For the Dole (25 hours a week) activities. AAC also supports job seekers to address barriers to employment by facilitating access to: police clearances, medicals, identification papers, Working with Children Check's, first aid training, driver's licenses, and work clothing. The organisation also supports jobseekers to actively apply for jobs. AAC's principal key performance indicator is the number of job seekers placed in sustainable employment (defined as jobseekers who maintain employment for 26 weeks).

Bloodwood Tree Association Inc. is an Aboriginal-controlled not-for-profit organisation offering a variety of support services in Hedland including services to support the unemployed. The employment services include: a work readiness program run in partnership with North Regional

TAFE which provides education and employment opportunities, advertising job opportunities in the region, and supporting clients with tasks such as resume writing. Part of the metric that Bloodwood uses to measure performance each financial year is the number of clients supported by the work readiness programs, the number of job vacancies advertised by the organisation, the number of clients supported to write or update their resumes, and ultimately, the number of clients supported to attain employment.

EPIC operates a Workforce Development Service in Hedland which supports jobseekers with personal skill recognition, developing and writing resumes, training opportunities, applying for jobs online, filling out job applications, and interview preparation. These services run out of the organisation's Workforce Development Career Centres in South Hedland, Roebourne, Karratha, and Newman. EPIC sets annual targets for the Career Centres on the number of persons screened, the number of career guidance sessions delivered, the number of career workshops delivered, the number of career action plans developed, the number of training and labour market services delivered, and the amount of networking with stakeholders/referral facilitation.

IBN Group provides a Work Ready Program which offers six months of paid training and employment to Aboriginal people belonging to the Yinhawangka, Nyiyaparli, or Banyjima language groups. Clients are taught skills in horticulture, general home and garden maintenance, safety procedures, and building and construction techniques, with the aim of providing them with the skills and confidence they need to return to the workforce. IBN Group measures performance of the Work Ready Program, in part, by the number of Work Ready Program applications, the number of job opportunities provided to clients, and the number of clients who gain employment.

There is little available information about the services provided by KNAC, however, it has been reported that the organisation provides training and employment advice for Aboriginal persons through Karlka Developments.

Of the five NGOs providing employment support services in Hedland that were identified as part of the map and gap analysis, two identified being part of the 'Hedland Collective' working group. A complete summary of working group involvement for NGOs providing employment support services in Hedland can be found in Appendix Table A.

### 3.0.3.b. Funding and Investment in Community, and Impact of Services

AAC is partly funded by the Department of Prime Minister and Cabinet under the Community Development Program, and sources additional funding from external organisations. However, AAC has not always been successful in sourcing external funding; in two consecutive financial year periods (2016-17; 2017-18), the organisation was unable to find an external funding source to support four pastoral traineeships and instead used Corporation funds to implement the positions. In Hedland specifically, AAC covered 1,062 jobseekers in the 2015-16 financial year, 978 jobseekers in the 2016-17 financial year, and 850 jobseekers in the 2017-18 financial year, with the vast majority interviewed on a monthly basis by the team. In the 2017-18 financial year, AAC surpassed their target of 42 jobseekers obtaining sustainable employment, with a total of 51 jobseekers being placed in employment with 26-week outcomes.

Bloodwood Tree Association Inc. is funded predominantly by grant money each year (2015-16: 83%, 2016-17: 83%, 2017-18: 80%), and though the breakdown of corporate and government grant funding is unclear, financial reports suggest that the vast majority of grant money is received from government sources. Aside from the services provided, a percentage of total expenditure is directly invested in donations (2016-17: < 0.1%, 2017-18: 0.7%) each financial year. In the 2016-17 financial year, Bloodwood enabled 29 clients to take part in work readiness programs, of which 15 were subsequently offered employment positions to go into the casual employment pool at the Morris Corporation's Club Hamilton facility. In the 2017-18 financial year, Bloodwood staff assisted with writing or updating 590 resumes, advertising 960 local job vacancies, developing 120 Aboriginal youth career plans in partnership with Hedland Senior High School, and ultimately, supporting 46 clients to gain suitable employment.

As depicted in Table 3, EPIC is funded predominantly by state government funding (additionally - see 'Children and Youth Support Services' section for more details on revenue and investment). However, the Workforce Development Service that EPIC provides is specifically funded by the Department of Workforce Development and Training. In the past three financial years (where data is available for that year), on average, EPIC screened 2,900 jobseekers, delivered 3,757 career guidance sessions, delivered 39 career workshops, developed 133 career action plans, and provided 592 training and labour market services in their four Career Centre's across the Pilbara. EPIC met their Career Centre KPIs for the number of training and labour market services delivered (target: 200; 2015-16: 441; 2016-17: 742), the amount of networking with stakeholders/referral facilitation (target: 600; 2015-16: 1,233; 2016-17: 744), the number of career guidance sessions delivered (target: 2,600; 2015-16: 2,890; 2016-17: 4,082), and the number of career workshops delivered (target: 30; 2015-16: 30; 2016-17: 47) for the two consecutive financial years for which data was obtained (targets were the same across both years). Additionally, EPIC met their KPI for the number of persons screened (target: 3,000) in the 2015-16 financial year (actual: 3,538), but not the 2016-17 financial year (actual: 2,263), and the number of career action plans developed (target: 100) in the 2016-17 financial year (actual: 178), but not the 2015-16 financial year (actual: 87).

Until recently, IBN Group received the majority of their total annual revenue through royalties from a Mining Agreement with BHP, however, due to BHP's reduced operations in the region, this is no longer the case. IBN Group now operates from a mixture of reserve funds, investments, and income from the organisation's businesses. While no figures were obtained regarding IBN Group's total revenue and expenditure each financial year, it has been reported that the organisation spends, on average, \$6.6 million on community programs annually. In the 2015-16 financial year, it was reported that the Work Ready Program expenses, specifically, totaled \$177,169. In the 2016-17 financial year, it was reported that 141 Aboriginal people gained employment through the Work Ready Program, and that eight new crew members began a Certificate II in horticulture.

There is little available information about the sources of funding for KNAC, however, in the 2016-17 financial year, funding was partly derived from corporate entities such as Myer, and from trust funds.

**Table 3. Funding for non-government organisations (NGOs) offering employment support services in Hedland, for the financial years: 2015-2016, 2016-2017, and 2017-2018**

Organisation	Total Revenue \$ '000			Government funding Federal (State) %			Corporate funding/ service agreements %			Donations/fundraising %			Other Income %		
	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018
Ashburton Aboriginal Corporation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Bloodwood Tree Association Inc	2,700	2,779↑	3,108↑	-	-	-	-	-	-	< 1	< 1	0	17	17	20↑
Empowering People in Communities	5,552	5,223↓	7,527↑	89	89	92↑	6	6	3↓	< 1	< 1	< 1	4	13↑	4↓
IBN Group	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Karla Nyiyaparli Aboriginal Corporation	-	21,100	-	-	-	-	-	-	-	-	-	-	-	-	-

Note: Funding data extracted from NGO's annual reports; values represent approximations. Arrows indicate increase or decrease in funding amount from the previous year.

### 3.0.3.c. Summary of Employment Support Services in Hedland

- Of the five NGOs identified in the map and gap analysis that provide employment support services in Hedland, the function of the organisations can be further broken down into the following categories:
  - Two organisations providing employment support services to jobseekers in the Hedland community at large (Bloodwood Tree Association Inc., EPIC)
  - Three organisations providing employment support services specifically to Aboriginal jobseekers in Hedland (Ashburton Aboriginal Corporation, IBN Group, KNAC)
- Across the five NGOs, performance is measured, at least in part, by the number of job opportunities provided to clients, the number of clients placed in sustainable employment, and the number of employment support services delivered (including resume writing support, career guidance sessions, career workshops, and career action plans). While AAC and Bloodwood tracked the number of clients supported by their employment services and the delivery of different program components, they did not provide targets to compare these figures against. Of the five NGOs providing employment support services in Hedland, only EPIC explicitly identified performance targets and presented data to assess service delivery in relation to the KPIs. EPIC met their Career Centre KPIs for the number of training and labour market services delivered, the amount of networking with stakeholders/referral facilitation, the number of career guidance sessions delivered, and the number of career workshops delivered for the 2015-16 and 2016-17 financial years, but were hit and miss in meeting the KPIs for the number of persons screened and the number of career action plans developed across these two years.
- The five organisations offering employment support services derive funding from federal and state government grants, corporate grants, reserve funds, investments, income from business operations, and trusts. Of the three NGOs for which there was sufficient information to discern the major sources of funding:
  - Two receive the majority of their total revenue from government funding (Bloodwood Tree Association Inc., EPIC)
  - One receives their total revenue through a combination of reserve funds, investments, and income from the organisation's business operations (IBN Group)
- Information about the impact of the services directly on the Hedland region is lacking. Of the information that is available:
  - AAC covered 1,062 jobseekers in the 2015-16 financial year, 978 jobseekers in the 2016-17 financial year, and 850 jobseekers in the 2017-18 financial year in Hedland specifically, with the vast majority interviewed on a monthly basis by the team

- In the 2016-17 financial year, Bloodwood enabled 29 Hedland-based clients to take part in work readiness programs, of which 15 were subsequently offered employment positions to go into the casual employment pool at the Morris Corporation's Club Hamilton facility. In the 2017-18 financial year, Bloodwood staff assisted with writing or updating 590 resumes, advertising 960 local job vacancies, developing 120 Aboriginal youth career plans in partnership with Hedland Senior High School, and ultimately, supporting 46 clients to gain suitable employment in the Hedland region
- Information about the NGOs' investment in the Hedland community specifically, is also lacking. However, aside from the labour services contributed by organisation employees, the following more direct financial investment in the Australian community has been reported:
  - Bloodwood Tree invests, on average, 0.4% of total expenditure directly in donations each year
  - On average, 0.3% of EPIC's total expenditure each year goes directly to service and program expenses, and less than 0.2% of the organisation's total expenditure each year goes directly to client consumables and donations
  - IBN Group spends, on average, \$6.6 million on community programs annually. In the 2015-16 financial year, it was reported that the Work Ready Program expenses, specifically, totaled \$177,169

### 3.0.4 Health Support Services in Hedland

#### 3.0.4.a. Services Offered and Performance Indicators

In the map and gap analysis of support services provided in the Hedland Region, eighteen NGOs were identified that provide health support services: Bloodwood Tree Association Inc., EPIC, GAC, Headspace Pilbara, Hedland Well Women's Centre, HelpingMinds, Lifestyle Solutions, Mackillop Family Services, Mission Australia, PCLS, Relationships Australia, Rural Health West, Silver Chain, St John Ambulance WA, Telethon Kids Institute, WA Primary Health Alliance (WAPHA), Wirraka Maya Aboriginal Health Services (WMAHS), and Yaandina Turner River Rehabilitation Facility.

Bloodwood Tree Association Inc. offers a North West Drug and Alcohol support program which aims to provide non-judgemental counselling, information sessions, and referral programs for alcohol or other drug (AoD) users and their families. Bloodwood also runs a 'Sobering Up Centre' which is a 16-bed facility open from 4pm-8am Monday-Friday and all public holidays. The aim of the facility is to reduce harm associated with intoxication on families in the South Hedland community. In partnership with WAPHA, Mission Australia, and Headspace, Bloodwood also offers an integrated mental health service which involves ongoing communication between the organisations, providing one on one support to individuals through outreach, case management, and internal and external referrals, and providing mental health guidance through informal counselling. The organisation's key performance objectives include:

increasing access to AoD counselling and support services; developing and implementing targeted AoD prevention programs at a local and regional level; and increasing the capacity within the community to identify, develop, and provide evidence-based strategies to combat AoD issues. Furthermore, Bloodwood measures performance each year, in part, on the number of persons provided with service in each program.

Yaandina Turner River Rehabilitation Facility (South Hedland) is a longer term residential rehabilitation facility for persons recovering from AoD addictions. The facility uses a therapeutic community model that requires clients to commit to active participation in a community of 24 peers that work individually and collectively toward recovery. The recovery program involves education and counselling on how and why addictions occur and the health issues associated with AoD addiction, as well as developing future planning. It is recommended that clients remain in the program for at least 12 weeks, though many extend their stay beyond six months for optimal recovery. The performance of the facility is measured, in part, by the number of persons admitted to the facility.

In addition to the legal services that PCLS offer, PCLS also operates a Drug and Alcohol Initiative which provides intensive support to people for whom AoD issues are impacting on their homelessness. The program aims to provide clients with support in obtaining and/or maintaining long term housing. PCLS receives referrals from drug and alcohol services (60% of referrals in the 2015-16 financial year were from Turner River Rehabilitation Facility). PCLS are granted 10 houses in Hedland per annum to support clients. The organisation measures performance, in part, on the number of referrals received, and the number of referrals accepted.

Mission Australia offers the Pilbara Community Alcohol and Drug Service which provides ongoing assessment, treatment and referral of clients who are seeking support with AoD issues, as well as their families or significant others. As part of their services, the organisation has access to emergency relief funding to provide to clients. In addition to their AoD services, Mission Australia also provides support to persons with mental health issues through the Integrated Primary Mental Health Care Pilbara Service. This service aims to increase the efficiency and effectiveness of primary mental health and suicide prevention services, and improve access to, and integration of, primary mental health care, and suicide prevention services. Mission Australia measures performance each year, in part, by the number of clients supported with their AoD services and mental health services.

Hedland Well Women's Centre, located in South Hedland, offers a Needle and Syringe program, which is a harm prevention program providing clean needles and disposable units, condoms, health and drug awareness information, and information about how to dispose drug paraphernalia correctly. The Hedland Well Women's Centre also offers free counselling sessions for men and women, a free women's health clinic, free dietician services, and drop-in services aimed at helping women connect with others in their community. The Centre measures performance, in part, on the number of women, children, and visitors engaging with the service each year.

Relationships Australia provides a family violence advocacy and support service in Hedland which incorporates: family violence counselling, legal support, family violence advocacy, crisis accommodation, safety planning, financial assistance, child contact services, and men's behaviour change programs. Relationships Australia measures performance each year, in part,

on the number of clients supported by the services offered, and conducting national reviews on the practices and outcomes of the services.

Headspace Pilbara provides an early intervention mental health service for 12-25 year olds. All services are reported to be free or low cost, confidential, and youth-friendly. Headspace measures performance, in part, on the number of young people accessing Headspace centres nationally, and the number of services provided to young people through Headspace centres nationally.

HelpingMinds provides mental health promotion services to adults and youth which includes: providing education to raise awareness of mental illness, improving mental health literacy, reducing stigma and discrimination, and maximising the Australian population's mental health and wellbeing. HelpingMinds also delivers services in Hedland that aim to support a young person's mental health carer to sustain their caring role, as well as counselling, capacity-building, resilience training, self-management training, and respite to family members and carers of disabled persons. HelpingMinds measures annual performance, in part, on the number of support hours delivered and the number of clients receiving the support services.

EPIC offers disability support services across the Pilbara which aim to ensure people with disabilities, their families, and carers are able to fully access the range of supports and services that are available in the community. As part of their disability support services, EPIC provide community programs, workshops, career expos, and carer respite. In the 2017-18 financial year, EPIC launched the Pilbara Retreat in Port Hedland, which is a respite facility for people living with a disability and their carers. EPIC measures program performance each year, in part, on the number of hours of support delivered, the number of families that are provided with support, the number of clients visiting the organisation's career centres, and the number of carer respite hours provided.

Lifestyle Solutions operates disability support services out of the Pilbara Regional Support Centre in South Hedland. The disability support services include: short-term respite; supported independent living; practical supports; support coordination; community, social, and recreational supports; holiday supports; transition to work; and intensive supports for those at risk of entering the justice system. Lifestyle Solutions measures the performance of their disability support services, in part, on the number of disability clients supported by the organisation.

In addition to a variety of other community support services, Mackillop Family Services offers disability support services geared toward children and young people with disabilities and their families. The support services include community programs and support packages. Mackillop Family Services measures program performance each year, in part, on the number of young people with a disability provided with recreational programs and activities, and the number of families provided with disability case management support (see 'Children and Youth Support Services' section for more details on the organisation's other key performance indicators).

Silver Chain operates the Silver Chain South Hedland Social Centre which is an aged-care facility providing dementia care, personal care, and respite care. The Centre-based care features of the facility include: medication supervision, meal provision, social and recreational activities, and transport. The organisation measures performance in their facilities across WA each year, in part, on the number of occasions of service, hours of care, and the total number of clients.

WMAHS was established with the aim of addressing the unmet health service needs of Aboriginal people in the Hedland area. WMAHS offers a variety of integrated health services for Aboriginal people in Hedland including mental health counselling, transition to adulthood (9-24 years) groups, men and women's groups, personal helpers and mentors, health promotion, community support (e.g. advocacy for housing), and tackling indigenous smoking programs. WMAHS also offers a variety of clinical programs including: maternal and child health, General Practitioner (GP) consultations, chronic disease programs, pharmacy, remote community clinic services, sexual health screening and treatment, visiting specialist clinics, and a patient assisted travel scheme. The organisation measures performance of their services each year, in part, by the number of clients seen and episodes of care provided. The organisation also sets targets on the number of Medicare Benefits Schedule (MBS) health checks provided to different age groups, the number of MBS GP management plans completed, and the number of MBS team care arrangements. Like WMAHS, Rural Health West also offers private outreach health services to Hedland that aims to remove financial barriers to health service provision. Rural Health West focusses outreach health services on maternity and paediatric health, eye health, mental health, and support for chronic disease management. No information was obtained about performance metrics.

St John Ambulance WA operates a country ambulance service in Hedland where career paramedics work alongside volunteer ambulance officers to respond to community call outs. The key performance indicators for St John Ambulance WA are: ambulance response times; percentage of the population trained in first aid; number, distribution, and utilisation of community first responder programs; number of duty hours; total market share; number of volunteers of event health services; and clinical outcomes (waiting times/health outcomes).

In addition to a variety of other support services, GAC offers a health assistance program to provide assistance with medical expenses to GAC members and their immediate family. In the 2017-18 financial year, the program limit was \$400 per eligible member, and was used towards health-related treatments or healthy lifestyle expenses. The organisation measures program performance each year, in part, on the number of members accessing the health assistance program.

Telethon Kids Institute manages the Hedland Fetal Alcohol Syndrome (FASD) Project which is a research project aiming to build an evidence-based understanding about what works in preventing FASD, and assist in supporting children and families affected by FASD. The project specifically aims to: identify rates of alcohol use in pregnancy in Hedland, reduce the rates of alcohol use in pregnancy among Hedland Aboriginal women, and increase the capacity of the local community and services to care for and support individuals and families affected by FASD. The organisation measures the performance of the project, in part, on the media impact of the project, the number of surveys and diagnostic clinics completed, the engagement and capacity building with local stakeholders, and the number of schools in which the 'Alert Program' is delivered in.

WAPHA is the peak planning and commissioning body for primary health care services in Western Australia. Core to WAPHA's and the Primary Health Networks approach to commissioning is integrating AoD, mental health, and primary care services. The organisation facilitates collaboration between health care providers and supports organisations to develop and implement health care programming. WAPHA has identified five outcome domains which represent the system changes the organisation intends to implement. These are: building

capacity within local health care providers to meet local needs; increasing health care accessibility for vulnerable, underserved, and hard to reach groups; coordinating care across health and social care stakeholders; delivering services with a person-centred approach; and creating locally sustainable health systems.

Of the seventeen NGOs providing health support services in Hedland that were identified as part of the map and gap analysis, five identified being part of the 'Headland Collective' working group, four identified being part of the 'Port Hedland AoD' working group, four identified being part of the 'Hedland FASD Network' working group, and three identified being part of the 'Hedland FASD Network' working group. A complete summary of working group involvement for NGOs providing health support services in Hedland can be found in Appendix Table A.

### 3.0.4.b. Funding and Investment in Community, and Impact of Services

Bloodwood Tree Association Inc. is funded predominantly by grant money each year (see 'Employment Support Services' section for more details on revenue and investment). A percentage of total expenditure is also directly invested in emergency services (2015-16: 0.3%, 2016-17: 0.6%, 2017-18: 0.3%) each financial year. Between March and the end of June 2018, 22 clients were engaged in the Integrated Mental Health Service program. Bloodwood met their KPI for the number of clients in an AoD treatment program (target: 124; 2016-17: 171; 2017-18: 190) in the two consecutive financial years for which data was obtained. The organisation met their KPIs for the number of clients engaged in counselling services for the 2017-18 financial year (target: 240, actual: 1,321), but not the 2016-17 financial year (target: 500, actual: 498), and the number of clients engaged in a formal therapeutic group (target: 240) in the 2016-17 financial year (actual: 750), but not the 2017-18 financial year (actual: 134). Additionally, Bloodwood met their KPI for the number of nights the 'Sobering Up Centre' was open (target: 232; 2016-17: 271; 2017-18: 277) in the two consecutive financial years for which data was obtained, but failed to meet their KPI for the number of intoxicated persons provided with a service at the Sobering Up Centre (target: 2,000; 2016-17: 1,442; 2017-18: 1,805) in both financial years.

Yaandina Turner River Rehabilitation Facility is funded predominantly through a combination of government (Mental Health Commission, Department of Aboriginal Affairs, Department of Child Protection and Family Support, Department of Prime Minister and Cabinet, Department of Health, Department of Local Government and Communities) and corporate (WAPHA, Myer Family Trust, Chevron, Rio Tinto) funding (2015-16: 77%, 2016-17: 77%, 2017-18: 81%). In the 2015-16 financial year, 69 people were admitted to the South Hedland Yaandina Turner River Rehabilitation Facility.

PCLS also receives the majority of its yearly total revenue from a combination of government and corporate grants (see 'Law and Justice Support Services' section for more details on revenue and investment). In the 2015-16 financial year, PCLS received 21 referrals from drug and alcohol services, with 10 accepted and 11 not accepted.

As depicted in Table 4, Mission Australia derives its total yearly revenue from a combination of federal government grants (2015-16: 26%, 2016-17: 27%, 2017-18: 23%), state government grants (2015-16: 36%, 2016-17: 36%, 2017-18: 37%), corporate partnerships (2015-16: 1%, 2016-17: 1%, 2017-18: < 1%), and fundraising (2015-16: 9%, 2016-17: 8%, 2017-18: 9%).

Sources of government funding include the Mental Health Commission WA, Department for Child Protection and Family Support, Department of Social Services, Department of Prime Minister and Cabinet, and Department of Health. Over the past three financial years, Mission Australia has spent, on average, 89% of total expenditure on service delivery each year; this can be further broken down to 68% spent on community services that do not include housing or early learning support services. Over the past three financial years, Mission Australia has supported, on average, 13,171 clients with their AoD services and 8,078 clients with their mental health services Australia-wide. In the 2015-16 financial year, Mission Australia reported that they supported over 514 people in South Hedland, Karratha, Newman, and Tom Price, specifically.

No financial data was obtained for the Hedland Well Women's Centre, however, it is reported that the Centre is funded by the state government Department of Health, and locally through the BHP community partnership. Hedland Well Women's Centre has reported that each year, over 12,000 women, children, and visitors engage with the health services offered. Similarly, no financial data was obtained for Relationships Australia, however, the organisation has indicated that it is funded, at least in part, by the Federal Attorney General's Department, and Department of Social Services. In the past three financial years, Relationships Australia is reported to have supported, on average, 184,039 people Australia-wide each year.

Headspace receives the vast majority of their yearly total revenue through a combination of government grants (Department of Health) and fees for service (2016-17: 95%, 2017-18: 92%). Headspace also lists the following corporate partners: Funlab, Future Generation Global, Jellis Craig Foundation, National Rugby League, REST Industry Super, Super Foundation, and Viva Energy Australia. A percentage of the total yearly revenue for Headspace is also received through fundraising (2016-17: 1%, 2017-18: 2%). In the 2017-18 financial year, it was reported that 88,557 young people accessed a Headspace centre Australia-wide, and 382,116 services were provided through Headspace centres Australia-wide.

HelpingMinds is funded predominantly through government grants (2015-16: 88%, 2016-17: 95%, 2017-18: 96% - of total annual revenue) sourced from the Mental Health Commission and Department of Social Services among others, and also receives corporate funding, and income from fundraising and donations (2015-16: 0.5%, 2016-17: 0.2%, 2017-18: 0.2%). Aside from the services provided, each year HelpingMinds directly invests a percentage of total expenditure into program costs (2016-17: 5%, 2017-18: 1%). In the 2015-16 financial year, the youth mental health carer support service operating in Port Hedland, Perth Metro, Kimberley, Geraldton, and Carnarvon, delivered 6,299 support hours. Each financial year, the number of clients supported (2016-17: 202; 2017-18: 186) and support hours delivered (2015-16: 5,983; 2016-17: 2,128; 2017-18: 1,841) are tracked for the HelpingMinds support services in Hedland, Perth Metro, Broome, Geraldton, and Carnarvon, that are geared towards family members and carers of disabled persons. Each financial year, the number of clients receiving mental health respite carer supports (2016-17: 1,228; 2017-18: 361), and number of carer respite support sessions (2016-17: 4,959; 2017-18: 1,482), are also tracked by HelpingMinds.

**Table 4. Funding for non-government organisations (NGOs) offering health support services in Hedland, for the financial years: 2015-2016, 2016-2017, and 2017-2018**

Organisation	Total Revenue \$ '000			Government funding Federal (State) %			Corporate funding/ service agreements %			Donations/fundraising %			Other Income %		
	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018
Bloodwood Tree Association Inc	2,700	2,779↑	3,108↑	-	-	-	-	-	-	< 1	< 1	0	17	17	20↑
Empowering People in Communities	5,552	5,223↓	7,527↑	89	89	92↑	6	6	3↓	< 1	< 1	< 1	4	13↑	4↓
Gumala Aboriginal Corporation	4,783	5,894↑	7,304↑	-	-	-	-	-	-	-	-	-	80	86↑	64↓
Headspace Pilbara	-	35,444	34,891↓	-	-	-	-	-	-	-	1	2	-	-	-
Hedland Women's Wellness Centre	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
HelpingMinds	6,926	8,200↑	7,600↓	(88)	95↑	96↑	-	-	-	< 1	< 1	< 1	8	4↓	3↓
Lifestyle Solutions	-	136,000	147,000↑	-	21(73)	41(55)	-	-	-	-	< 1	< 1	-	5	4↓
Mackillop Family Services	67,000	77,700↑	113,000↑	6(87)	4(88)↓	3(82)↓	-	-	-	< 1	< 1	< 1	6	7↑	14↑
Mission Australia	286,300	280,000	284,000↑	26(36)	27(36)	23(37)	1	1	< 1	9	8	9↑	28	28	30↑
Pilbara Community Legal Services	3,800	3,800	-	3(64)	-	-	-	-	-	-	-	-	6	3↓	-
Relationships Australia WA	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Rural Health West	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Silver Chain	266,700	270,900	294,200	9(40)	11(40)	14(38)	-	-	-	< 1	< 1	< 1	11	9	9
St John Ambulance WA (CAS)	-	67,000	-	-	(33)	-	-	-	-	-	-	-	-	59	-
Telethon Kids Institute	60,500	61,900↑	-	30	35↑	-	28	28	-	30	28↓	-	-	-	-
WA Primary Health Alliance	53,300	87,100↑	-	97	97	-	-	-	-	< 1	-	-	-	-	-
Wirraka Maya Aboriginal Health Services	8,800	9,300↑	-	42(32)	39(29)	-	-	-	-	-	-	-	14	12↓	-
Yaandina Turner River Rehab Facility	8,300	8,800↑	10,900↑	-	-	-	-	-	-	-	-	-	-	-	-

Note: Funding data extracted from NGO's annual reports; values represent approximations. Arrows indicate increase or decrease in funding amount from the previous year. CA = Country Ambulance Service.

EPIC is funded predominantly by state government grants (see 'Children and Youth Support Services' section for more details on revenue and investment). For each of the 2015-16 and 2016-17 financial years, EPIC also invested approximately 0.7% of total annual expenditure directly into respite costs in Hedland; in the 2017-18 financial year, total respite costs for the organisation accounted for 2% of total annual expenditure. In the 2015-16 and 2016-17 financial years, program expenses in Hedland specifically, accounted for an average 24% of total annual service and program expenses. Each financial year, EPIC tracks the number of workshops delivered (2015-16: 52; 2016-17: 76), the number of families who have been supported by the organisation's disability services (2015-16: 85; 2016-17: 81; 2017-18: 140), the number of hours of carer respite services provided (2015-16: 3,000; 2016-17: 2,043 - or the number of persons provided with short-stay respite 2017-18: 342), and the number of clients visiting the organisation's career centres (2015-16: 6,000; 2016-17: 4,080).

The total annual revenue for Lifestyle Solutions is derived largely from state government funding (2016-17: 73%, 2017-18: 55%) and federal government funding (2016-17: 21%, 2017-18: 41%) of which the NDIS, Department of Social Services, and Department of Communities contribute a significant amount. In the 2016-17 financial year, Lifestyle Solutions reported that disability services accounted for approximately 61% of total annual expenditure. Each financial year, a percentage of total expenditure also goes directly to client expenses (2016-17: 10%, 2017-18: 8%). In the 2017-18 financial year, it was reported that Lifestyle Solutions supported 134 disability clients across Western Australia.

Mackillop Family Services is predominantly funded by government grants (see 'Children and Youth Support Services' section for more details on revenue and investment). In the 2015-16 financial year, Mackillop Family Services reported that they provided recreational programs and activities for over 250 young people with a disability, and provided disability case management support to 840 families. In the 2017-18 financial year, Mackillop Family Services reported that they provided disability support to approximately 1,000 people.

Silver Chain receives a large percentage of its total annual revenue from state government grants (2015-16: 40%, 2016-17: 40%, 2017-18: 38%) - principally from the Department of Health, federal government grants (2015-16: 9%, 2016-17: 11%, 2017-18: 14%), and home and community grants (2015-16: 39%, 2016-17: 39%, 2017-18: 38%) - of which the source is unknown. Over the last three financial years, on average, Silver Chain provided 657,996 occasions of service, 351,493 hours of care, and had a total number of 33,541 clients each year across WA.

WMAHS sources the vast majority of its total annual revenue from government funding (2015-16: 74%, 2016-17: 68%), including state government grants (2015-16: 32%, 2016-17: 29%) from the Department of Health, Department for Child Protection and Family Support, and Department of Social Services, and federal government grants (2015-16: 42%, 2016-17: 39%) from the Department of Health and Department of Prime Minister and Cabinet. WMAHS also receives income from Medicare claims each year (2015-16: 14%, 2016-17: 12%). Each financial year, WMAHS tracks the number of clients seen (2014-15: 4,165; 2015-16: 4,167; 2016-17: 4,166) and episodes of care (2014-15: 26,245; 2015-16: 38,400; 2016-17: 31,789). In the 2016-17 financial year, WMAHS reported that they completed 63 of the target 300 MBS health checks for 0-4 year olds (23%), 1,289 of the target 1,969 MBS health checks for 25+ year olds (65%), 473 of the target 614 MBS GP management plans (77%), and 467 of the target 614 MBS team care arrangements; the latter three rates of completion were above the state and national

average despite being below the organisation's action plan targets of 70%, 77.5%, and 77.5%, respectively. For the 2016-17 financial year, it was also reported that WMAHS delivered 95 individual counselling sessions, 80 group counselling sessions, 190 group educational workshops, 451 advocacy and community support services (mainly housing support), and 99 young people completed the transition to adulthood program, 52 people received personal helper and mentoring support, 835 children were screened, monitored, and treated for middle ear diseases, and 53 children were assessed for FASD. No financial data was obtained for Rural Health West, however, the organisation has reported that it is funded, in part, by the Department of Health and the WA Country Health Service.

St John Ambulance WA receives funding from the corporate sector (BHP), and government funding from the Department of Health (2016-17: 33% - of total annual revenue), however, the majority of the organisation's annual revenue is derived from ambulance services fees (2016-17: 53%). In the 2015-16 financial year, St John Ambulance WA reported that 87% of priority one response times were within the 15 minute guideline, 91% of priority two response times were within the 25 minute guideline, and 92% of priority three response times were within the 60 minute guideline for the Hedland region specifically. In the 2016-17 financial year, St John Ambulance WA reported that 86% (target: 84%) of priority one response times were within the 15 minute guideline, 91% (target: 90%) of priority two response times were within the 25 minute guideline, and 92% (target: 90%) of priority three response times were within the 60 minute guideline for the Hedland area specifically.

GAC generates the majority of its total revenue through General Gumala Foundation funding (see 'Children and Youth Support Services' section for more details on revenue and investment). For the past three financial years, GAC has also directly invested a percentage of total annual expenditure into health and wellbeing programs and projects (2015-16: 2%, 2016-17: 1%, 2017-18: 9%).

The total annual revenue of the Telethon Kids Institute is made up in equal parts of government grants and contracts (2015-16: 30%, 2016-17: 35% - of total annual revenue), corporate grants and contracts (2015-16: 28%, 2016-17: 28% - of total annual revenue), and sponsorships and donations (2015-16: 28%, 2016-17: 28% - of total annual revenue). Telethon Kids Institute has reported that each financial year approximately 70% of total expenditure is directly invested in scientific research, and approximately 30% of total expenditure is directly invested in research platforms, support, and infrastructure. 2016-17 financial year outcomes for the Hedland FASD project include: a mainstream mass media campaign delivered; three FASD promotional videos developed and launched; over 400 community Knowledge, Attitudes, and Practice surveys completed; the Alert Program delivered in four schools; commencement of Carer Support Program qualitative research interviews; four FASD diagnostic clinics conducted; and regular community reference group and FASD Network meetings conducted.

WAPHA receives the vast majority of its total annual revenue from government grants (2015-16: 97%, 2016-17: 97%) sourced from the Department of Health and WA Mental Health Commission. Each financial year, program expenses account for approximately 78% of total expenditure for WAPHA. More specifically, of the total program expenses each year, approximately 18% goes directly to mental health and suicide prevention in country regions, 3% goes directly to drug and alcohol treatment services in country regions, 2% goes directly to Aboriginal mental health in country regions, 5% goes directly to Aboriginal integrate team care in country regions, and 15% goes directly to flexible funding in country regions. In the 2017-18

financial year, WAPHA funded an AoD service for 8-14 year olds in South Hedland; 46 young people involved in the program reported a reduction in their alcohol or drug use, 66% reported no use over a six month period, and 100% reported increased feelings of wellbeing.

### 3.0.4.c. Summary of Health Support Services in Hedland

- Of the eighteen NGOs identified in the map and gap analysis that provide health support services in Hedland, the function of the organisations can be further broken down into the following categories:
  - Five organisations providing a combination of AoD support services and integrated mental health care services (Bloodwood Tree Association Inc., Hedland Well Women's Centre, Mission Australia, PCLS, Yaandina Turner River Rehabilitation Facility)
  - Two organisations providing some form of mental health counselling support services (Relationships Australia, Headspace Pilbara)
  - One organisation providing a combination of mental health support and disability support services (HelpingMinds)
  - Three organisations providing predominantly disability support services (EPIC, Lifestyle Solutions, Mackillop Family Services)
  - One organisation providing aged-care support services (Silver Chain)
  - Two organisations providing integrated mental health and medical health support services (Rural Health West, WMAHS)
  - One organisation providing emergency health services (St John Ambulance WA)
  - One organisation providing financial assistance to Aboriginal people for health-related issues (GAC)
  - One organisation providing health research services (Telethon Kids Institute)
  - One planning and commissioning organisation facilitating collaboration between health care providers and supporting organisations to develop and implement health care programming (WAPHA)
- Across the eighteen NGOs, performance is measured each year, at least in part, by the number of referrals received to a program, the number of referrals accepted by a program, the number of clients provided with support, the availability of services (i.e. number of nights a facility is open per annum), the number of support hours delivered, the efficiency of a service (i.e. ambulance response times), and by reviewing the practices and outcomes of the programs. While many of the NGOs providing health support services in Hedland track the number of clients supported and the number of support hours delivered, only three explicitly identified performance targets and provided data to assess service delivery in relation to these KPIs (Bloodwood, St John Ambulance

WA, WMAHS). Bloodwood met their KPIs for the number of clients in an AoD treatment program, and the number of nights the Sobering Up Centre was open for in the 2016-17 and 2017-18 financial years, but were hit and miss in meeting their KPIs for the number of clients engaged in counselling services and the number of clients engaged in a formal therapeutic group for those two years. Additionally, Bloodwood failed to meet their KPI for the number of intoxicated persons provided with a service at the Sobering Up Centre in both financial years. WMAHS failed to meet their KPIs for the number of MBS checks for 0-4 year olds (target: 300, actual: 63), MBS health checks for 25+ year olds (target: 1,969, actual: 1,289), MBS GP management plans (target: 614, actual: 473), and MBS team care arrangements (target: 614, actual: 467), in the 2016-17 financial year; however, the latter three rates of completion were above the state and national average. St John Ambulance WA met their KPIs for the percentage of priority one call outs responded to within the 15 minute guideline (target: 86%, actual: 84%), the percentage of priority two call outs responded to within the 25 minute guideline (target: 90%, actual: 91%), and the percentage of priority three call outs responded to within the 60 minute guideline (target: 90%, actual: 92%) in the 2016-17 financial year, for the Hedland area specifically.

- The eighteen NGOs offering health support services in Hedland derive funding from government grants, corporate funding, sponsorships and donations, fees for services, and trust funds. Of the sixteen NGOs for which there was sufficient information to discern the major sources of funding:
  - Nine receive the majority of their total annual revenue from government funding (Bloodwood Tree Association Inc., EPIC, HelpingMinds, Lifestyle Solutions, Mackillop Family Services, Mission Australia, Silver Chain, WAPHA, WMAHS)
  - Three receive the majority of their total annual revenue through an unclear combination of government and corporate funding (Hedland Well Women's Centre, PCLS, Yaandina Turner River Rehabilitation Centre)
  - One receives their total annual revenue made up in equal parts of government funding, corporate funding, and sponsorships and donations (Telethon Kids Institute)
  - One receives the majority of their total annual revenue from an unclear combination of government funding and fees for service (Headspace Pilbara)
  - One receives the majority of their total annual revenue from fees for service (St John Ambulance WA)
  - One receives the majority of its total annual revenue from a trust fund (GAC)
- Information about the impact of the services directly on the Hedland region is lacking. Of the information that is available:
  - In the past two financial years, on average, the number of clients in the Bloodwood AoD treatment program was 180, the number of clients engaged in Bloodwood counselling services was 909, the number of clients engaged in a

Bloodwood formal therapeutic group was 442, the number of intoxicated persons provided with a service at the Bloodwood Sobering Up Facility was 1,623, and the number of nights the facility was open was 274. Additionally, between March and the end of June 2018, 22 clients were engaged in the Bloodwood Integrated Mental Health Service program

- In the 2015-16 financial year, 69 people were admitted to the South Hedland Yaandina Turner River Rehabilitation Facility
- PCLS is granted 10 houses a year to provide to clients in need in South Hedland. In the 2015-16 financial year, PCLS received 21 referrals from drug and alcohol services, with 10 accepted and 11 not accepted
- Hedland Well Women's Centre has reported that each year, over 12,000 women, children, and visitors engage with the health services offered
- Each financial year, on average, WMAHS supports 4,166 clients and provides 31,145 episodes of care. In the 2016-17 financial year, WMAHS reported that they completed 63 of the target 300 MBS health checks for 0-4 year olds (23%), 1,289 of the target 1,969 MBS health checks for 25+ year olds (65%), 473 of the target 614 MBS GP management plans (77%), and 467 of the target 614 MBS team care arrangements; the latter three rates of completion were above the state and national average despite being below the organisation's action plan targets of 70%, 77.5%, and 77.5%, respectively. For the 2016-17 financial year, it was also reported that WMAHS delivered 95 individual counselling sessions, 80 group counselling sessions, 190 group educational workshops, 451 advocacy and community support services (mainly housing support), and 99 young people completed the transition to adulthood program, 52 people received personal helper and mentoring support, 835 children were screened, monitored, and treated for middle ear diseases, and 53 children were assessed for fetal alcohol syndrome
- In the 2015-16 financial year, St John Ambulance WA reported that 87% of priority one response times were within the 15 minute guideline, 91% of priority two response times were within the 25 minute guideline, and 92% of priority three response times were within the 60 minute guideline for the Hedland region specifically. In the 2016-17 financial year, St John Ambulance WA reported that 86% (target: 84%) of priority one response times were within the 15 minute guideline, 91% (target: 90%) of priority two response times were within the 25 minute guideline, and 92% (target: 90%) of priority three response times were within the 60 minute guideline for the Hedland region specifically
- 2016-17 financial year outcomes for the Telethon Kids Institute Hedland FASD project include: a mainstream mass media campaign delivered; three FASD promotional videos developed and launched; over 400 community Knowledge, Attitudes, and Practice surveys completed; the Alert Program delivered in four schools; commencement of Carer Support Program qualitative research interviews; four FASD diagnostic clinics conducted; and regular community reference group and FASD Network meetings conducted

- In the 2017-18 financial year, WAPHA funded an AoD service for 8-14 year olds in South Hedland; 46 young people involved in the program reported a reduction in their alcohol or drug use, 66% reported no use over a six month period, and 100% reported increased feelings of wellbeing
- Information about the NGOs' investment in the Hedland community specifically, is also lacking. However, aside from the labour services contributed by organisation employees, the following more direct financial investment in the Australian community has been reported:
  - Bloodwood Tree invests, on average, 0.4% of total expenditure directly in emergency services each year
  - Over the past three financial years, Mission Australia has spent, on average, 89% of total expenditure on service delivery each year; this can be further broken down to 68% spent on community services that do not include housing or early learning support services
  - Each year, HelpingMinds directly invests a percentage of total expenditure into program costs (2016-17: 5%, 2017-18: 1%)
  - For each of the 2015-16 and 2016-17 financial years, EPIC invested approximately 0.7% of total annual expenditure directly into respite costs in Hedland; in the 2017-18 financial year, total respite costs for the organisation accounted for 2% of total annual expenditure. In the 2015-16 and 2016-17 financial years, program expenses in Hedland specifically, accounted for an average 24% of total annual service and program expenses
  - In the 2016-17 financial year, Lifestyle Solutions reported that disability services accounted for approximately 61% of total annual expenditure. Each financial year, a percentage of total expenditure for Lifestyle Solutions also goes directly to client expenses (2016-17: 10%, 2017-18: 8%)
  - For the past three financial years, GAC has directly invested, on average, 4% into health and wellbeing programs and projects
  - Telethon Kids Institute has reported that each financial year approximately 70% of total expenditure is directly invested in scientific research, and approximately 30% of total expenditure is directly invested in research platforms, support, and infrastructure
  - Each financial year, program expenses account for approximately 78% of total expenditure for WAPHA. More specifically, of the total program expenses each year, approximately 18% goes directly to mental health and suicide prevention in country regions, 3% goes directly to drug and alcohol treatment services in country regions, 2% goes directly to Aboriginal mental health in country regions, 5% goes directly to Aboriginal integrate team care in country regions, and 15% goes directly to flexible funding in country regions

### 3.0.5 Other Community Support Services in Hedland

#### 3.0.5.a. Services Offered and Performance Indicators

In the map and gap analysis of support services provided in the Hedland Region, ten NGOs were identified that provide other community support services: Bloodwood Tree Association Inc., EON Foundation, EPIC, GAC, IBN Group, Pilbara Meta Maya Regional Aboriginal Corporation (PMMRAC), Pilbara For Purpose, Royal Life Saving Australia, WACSS, and Wangka Maya Pilbara Aboriginal Language Centre (WMPALC).

Bloodwood Tree Association Inc. offers a Driver Training Program consisting of educational workshops, driver training school, and practical driving lessons. The organisation also conducts a Community Patrol Service in Hedland that aims to minimise clients' contact with police and the criminal justice system, reduce the level of harm from 'at risk' behaviours, and reduce the resource impacts on government and community services. The community patrol service also aims to ensure safety of clients (and the wider community) and assist clients to access relevant support services. Bloodwood also offers Homelessness Support Services to provide clients with direct housing support and/or assists clients to access other services to prevent homelessness. Finally, Bloodwood also offers a Healthy Living Program which aims to teach and empower Aboriginal people to successfully maintain their home and tenancy with Department housing; the program consists of healthy house (tenancy agreements/obligations, cleaning, maintaining home), healthy family (conflict resolution, family visitors, health), and healthy life (budgeting, meal planning) core areas. The organisation measures the number of clients supported by the programs, the number of resources provided to clients, and the number of hours invested by staff in the programs.

EON Foundation offers the EON Thriving Communities Program out of South Hedland Primary School, Rose Nowers Early Learning Centre, Warralong, and Yandeyarra. The organisation works with remote Aboriginal communities for a period of 3-5 years and then develops a sustainable exit plan. The aim of the Thriving Communities Program is to grow sustainable fruit and vegetable gardens and use them as a training ground for gardening, cooking, nutrition and health education and development for children and families. EON measures program performance each year, in part, on the number of healthy eating classes and nutritional workshops delivered, the number of student interactions, the size of edible garden cultivated, and through feedback from school staff on perceived improvements in students' attendance, attitudes and behaviours.

In addition to the support services previously mentioned, GAC also offers a funeral assistance program and tertiary education assistance program to GAC members in the Hedland community. The aim of each program is to provide support and assistance to families for costs associated with either funerals or tertiary education. In the 2017-18 financial year, the program limit for members eligible for the funeral assistance program was \$2,000, and the program limit for members eligible for the tertiary education assistance program was \$5,000. GAC records the number of members accessing both programs each year.

IBN Group (South Hedland) aims to support IBN members access affordable, secure housing across the Pilbara and reduce overcrowding and homelessness. IBN accesses funding from the

Financial Assistance Trust to provide members with grants and help them move into a home of their own. IBN also funds Mirli Maya in South Hedland which is a purpose-built retirement facility for Aboriginal elders; the facility aims to provide safe, secure, and affordable housing close to social services and family. IBN also operates the IBN language project out of WMPALC in South Hedland; the project is dedicated to the recording and preservation of the traditional languages of the organisation's members. The organisation measures program performance, in part, on the number of applications received and granted, and program expenditure.

WMPALC conducts the Indigenous Languages Support (ILS) Program in South Hedland. The organisation's key performance indicators include: the number of Indigenous people involved in ILS activities; the total number of people involved in ILS activities; the number of Indigenous people who received mentoring, training, or skills development; and the number of Indigenous languages actively supported.

In addition to the support services previously mentioned, EPIC also offers an Aboriginal support service out of the organisation's South Hedland office, called 'The Remote Area Strategy Project'. The project aims to provide strong communication, advocacy, and advice to Aboriginal people in the area, and also identify service gaps and opportunities for Aboriginal people and fill them. No information was obtained about the performance metric used for this program.

There is little available information about the support services that PMMRAC offer, however, the organisation has reported that it provides housing support and tenancy education with the aim of ensuring healthy living environments and sustainable housing tenancies for clients. No information was obtained about key performance indicators for PMMRAC.

Royal Life Saving Australia delivers water safety programs throughout Australia. In Hedland specifically, the organisation offers the following water safety programs: infant aquatics, swim and survive, bronze rescue, and junior lifeguard club. The aim of Royal Life Saving Australia is to eliminate toddler drowning, train lifesavers and first responders in every community, make water bodies in Australia as safe as possible, provide support to victims and families affected by a drowning incident, and increase public awareness about the importance of water safety. The organisation measures program performance each year, in part, on the number of programs delivered, the number of program participants, the number of participants gaining qualifications, and the percentage of improvement in swimming and water safety skills of participants.

Pilbara For Purpose, like WACSS, aims to support innovation and increase collaboration among community service organisations to optimise service delivery. Both organisations have similar performance objectives including: connecting people and organisations, celebrating and promoting success, advocating and aligning solutions, providing information, and funding community support programs. This is evident in the 'Pilbara For Purpose' and 'WACSS' working groups that the organisations run, respectively (see Appendix Table A for information about the map and gap analysis NGOs' involvement in these working groups).

### 3.0.5.b. Funding and Investment in Community, and Impact of Services

Bloodwood Tree Association Inc. is funded predominantly by grant money each year (see 'Employment Support Services' section for more details on revenue and investment). Over the past two financial years, Bloodwood reported that, on average, the organisation delivered two

Keys For Life driver training educational workshops per month, supported 226 clients with driver training and education workshops each year, and supported 73 clients with practical driving lessons each year. In the 2017-18 financial year, it was reported that the Bloodwood community patrol service completed over 2,000 hours of patrol, performed over 15,000 client pick-ups, and made almost 400 referrals from the South Hedland CBD. Over the past two financial years, Bloodwood reported that, on average, the Hedland homeless support service assisted 432 clients, provided 5,549 breakfast meals, made 192 external referrals, distributed 230 emergency relief vouchers, and provided 5,545 showers for clients to assist with public health and hygiene. In the 2016-17 financial year, Bloodwood reported that 22 clients were supported through the Healthy Living Program.

As shown in Table 5, EON Foundation sources funding from government grants (2015-16: 29%, 2016-17: 44%, 2017-18: 45% - of total annual revenue), corporate grants (2015-16: 42%, 2016-17: 35%, 2017-18: 31% - of total annual revenue), and donations (2015-16: 23%, 2016-17: 19%, 2017-18: 22% - of total annual revenue). Each financial year, EON invests a percentage of total expenditure directly into program costs (2016-17: 8%, 2017-18: 6%). Across all the remote communities in which EON Foundation operated in the 2017-18 financial year, it was reported that 398 healthy eating classes were delivered; 8,343 student interactions took place; 4,155 nutritious meals were cooked; 482 edible garden classes were delivered; 1,904m<sup>2</sup> of edible garden was cultivated; 65% of surveyed school staff reported seeing improvements in the health of their students; 96% of school staff reported seeing positive changes in the attitudes and/or behaviours of students; 57% of school staff believed that the program had a positive impact on school attendance; and 83% of school staff used the program as a basis for lessons in other teaching areas.

GAC generates the majority of its total revenue through General Gumala Foundation funding (see 'Children and Youth Support Services' section for more details on revenue and investment). In the 2017-18 financial year, 1,119 GAC members applied for funeral assistance and 140 GAC members applied for tertiary education assistance; on average, 88% of applications were accepted, 7% were declined, and 5% were canceled.

The total revenue for IBN Group each financial year is comprised of a combination of reserve funds, investments, and income from the organisation's businesses (see 'Employment Support Services' section for more details on revenue and investment). On average, IBN invests approximately 4% of total program expenditure on housing grants, and approximately 7% of total program expenditure on the language project each year. IBN has reported that in 2015 the organisation approved 377 applications for housing grants.

WMPALC is funded predominantly through a combination of government (Department of Prime Minister and Cabinet) and corporate (BHP, IBN, GAC) grants (2015-16: 84%, 2016-17: 75%, 2017-18: 89%), with the remainder coming from sponsorships (2015-16: 3%, 2016-17: 7%, 2017-18: 2%), and fees for service (2015-16: 7%, 2016-17: 18%, 2017-18: 9%). In the 2015-16 financial year, it was reported that a total of 1,890 Indigenous and non-Indigenous persons were involved in five different ILS events, 17 cross cultural training sessions were conducted with an average 22 participants per session, 35 Indigenous people attended the Master-Apprentice awareness community workshop, 45 Indigenous people attended cross cultural training sessions, and the organisation actively supported over 31 named languages.

**Table 5. Funding for non-government organisations (NGOs) offering other community support services in Hedland, for the financial years: 2015-2016, 2016-2017, and 2017-2018**

Organisation	Total Revenue \$ '000			Government funding Federal (State) %			Corporate funding/ service agreements %			Donations/fundraising %			Other Income %		
	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018	2015- 2016	2016- 2017	2017- 2018
Bloodwood Tree Association Inc	2,700	2,779↑	3,108↑	-	-	-	-	-	-	< 1	< 1	0	17	17	20↑
EON Foundation	844	1,388↑	1,545↑	29	30(14)	34(11)	42	35↓	31↓	23	19↓	22↑	6	2↓	2
Empowering People in Communities	5,552	5,223↓	7,527↑	89	89	92↑	6	6	3↓	< 1	< 1	< 1	4	13↑	4↓
Gumala Aboriginal Corporation	4,783	5,894↑	7,304↑	-	-	-	-	-	-	-	-	-	80	86↑	64↓
IBN Group	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
PMMRAC	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Pilbara For Purpose	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Royal Life Saving Australia	11,000	12,000↑	12,300↑	-	-	-	-	-	-	2	3↑	3	83	78↓	84↑
WA Council of Social Services	3,400	2,400↓	2,800↑	65	66↑	67↑	-	-	-	-	-	-	-	27	26↓
WMPALC	1,100	798↓	817↑	45	-	-	-	-	-	-	-	-	7	18↑	9↓

Note: Funding data extracted from NGO's annual reports; values represent approximations. Arrows indicate increase or decrease in funding amount from the previous year.

EPIC is funded predominantly by state government grants (see 'Employment Support Services' section for more details on revenue and investment). No information was obtained about the impact of The Remote Area Strategy Project.

PMMRAC has reported that it is funded, in part, by the Department of Housing, however, no financial data for the organisation was obtained. Additionally, no information about the organisation's impact was obtained.

Royal Life Saving Australia receives the majority of its total annual revenue through fees for service (2015-16: 80%, 2016-17: 75%, 2017-18: 80% - of total annual revenue) and also receives revenue from a combination of government grants and corporate sponsorships (2015-16: 14%, 2016-17: 17%, 2017-18: 13% - of total annual revenue). Among the sources of government grants and corporate sponsorships include the Department of Health, Department of Sport and Recreation, Lotterywest, BHP, and Healthway. Each financial year, Royal Life Saving Australia invests a percentage of total annual expenditure directly in community services (2015-16: 34%, 2016-17: 38%, 2017-18: 37%). In the 2017-18 financial year it was reported that across WA, 4,714 Aboriginal children participated in the swimming and water programs; 46 Aboriginal community members obtained pre-vocational qualifications; 225 Aboriginal people participated in the vocational training programs; and there were 42,611 visits to remote Aboriginal community swimming pools.

No funding information was obtained for Pilbara For Purpose. WACSS derives the majority of its total revenue each year from government funding (see 'Children and Youth Support Services' section for more details on revenue and investment). In the 2016-17 financial year, WACSS reported that it represents 300 community service organisations and individuals and more than 500 organisations involved in the provision of community services in WA.

### 3.0.5.c. Summary of Other Community Support Services in Hedland

- Of the ten NGOs identified in the map and gap analysis that provide other community support services in Hedland, the function of the organisations can be further broken down into the following categories:
  - One organisation providing a combination of driver training, community patrol, homelessness support, and tenancy support services (Bloodwood Tree Association Inc.)
  - One organisation providing gardening, cooking, nutrition, and health education and training services (EON Foundation)
  - One organisation providing financial assistance attributed to funeral expenses and tertiary education expenses for Aboriginal members (GAC)
  - Four organisations providing cultural support to Aboriginal people, including language preservation services, housing support, and facilitating access to community services (EPIC, IBN Group, PMMRAC, WMPALC)
  - One organisation providing swimming and water safety skills training (Royal Life Saving Australia)

- Two organisations providing oversight to community service organisations and facilitating innovation, collaboration, and growth (Pilbara For Purpose, WACSS)
- Across the ten NGOs, performance is measured each year, at least in part, by the number of applications to a program, the number of clients supported by a program, the number of resources provided to clients, the number of hours invested by staff in a program, and feedback from stakeholders about the impact of a program. While most of the NGOs providing other community services tracked the number of clients supported or different components of service provision, none presented targets to compare these figures against. Therefore, it was not possible to assess service delivery in relation to organisational KPIs for the 'other community support services'.
- The ten NGOs offering other community support services in Hedland derive funding from state and federal government grants, corporate funding, trust funds, investments, fees for service, and donations. Of the eight NGOs for which there was sufficient information to discern the major sources of funding:
  - Three receive the majority of their total annual revenue from government funding (Bloodwood Tree Association Inc., EPIC, WACSS)
  - Two receive the majority of their total annual revenue from a combination of government and corporate grants (EON Foundation, WMPALC)
  - One receives the majority of its total annual revenue from a trust fund (GAC)
  - One receives the majority of its total annual revenue from fees for the services provided (Royal Life Saving Australia)
  - One receives its total annual revenue through a combination of reserve funds, investments, and income from the organisation's business operations (IBN Group)
- Information about the impact of the services directly on the Hedland region is lacking. Of the information that is available:
  - Over the past two financial years, Bloodwood reported that, on average, the organisation delivered two Keys For Life driver training educational workshops per month, supported 226 clients with driver training and education workshops each year, and supported 73 clients with practical driving lessons each year. In the 2017-18 financial year, it was reported that the Bloodwood community patrol service completed over 2,000 hours of patrol, performed over 15,000 client pick-ups, and made almost 400 referrals from the South Hedland CBD. Over the past two financial years, Bloodwood reported that, on average, the Hedland homeless support service assisted 432 clients, provided 5,549 breakfast meals, made 192 external referrals, distributed 230 emergency relief vouchers, and provided 5,545 showers for clients to assist with public health and hygiene. In the 2016-17 financial year, Bloodwood reported that 22 clients were supported through the Healthy Living Program

- IBN has reported that in 2015 the organisation approved 377 applications for housing grants
- In the 2015-16 financial year, WMPALC (South Hedland) reported that a total of 1,890 Indigenous and non-Indigenous persons were involved in five different ILS events, 17 cross cultural training sessions were conducted with an average 22 participants per session, 35 Indigenous people attended the Master-Apprentice awareness community workshop, 45 Indigenous people attended cross cultural training sessions, and the organisation actively supported over 31 named languages
- Information about the NGOs' investment in the Hedland community specifically, is also lacking. However, aside from the labour services contributed by organisation employees, the following more direct financial investment in the Australian community has been reported:
  - Each financial year, EON invests a percentage of total expenditure directly into program costs (2016-17: 8%, 2017-18: 6%)
  - On average, IBN invests approximately 4% of total program expenditure on housing grants, and approximately 7% of total program expenditure on the language project each year
  - On average, Royal Life Saving Australia invests 36% of total annual expenditure directly in community services each financial year

#### 4.0.1 Summary of NGO Support Services in Hedland

- In the map and gap analysis of support services provided in the Hedland Region, 42 NGOs were identified. These 42 NGOs were divided into categories based on the services they provide; these categories were: Children and Youth support services (14), Law and Justice support services (6), Employment support services (5), Health support services (18), and Other Community support services (10). Due to the multifaceted nature of some of the NGOs they were allocated to more than one category.
- Across the 42 NGOs, performance is commonly tracked each year in terms of the number of clients supported, the number of program components delivered (i.e. workshops, training sessions, information services), and in some cases, feedback from stakeholders on perceived improvements in clients. However, with the publically accessible documents, information about organisational targets to compare against these figures were significantly lacking, as were explicit KPIs identified by the organisations. The figures were presented in such a way as to suggest that these organisations aim to reach as many people in the community as possible. Out of the 42 of the NGOs identified as part of this map and gap analysis, only six presented KPIs and data assessing service delivery in relation to their KPIs (Bloodwood, EPIC, Legal Aid WA, PCLS, St John Ambulance WA, WMAHS). Only St John Ambulance WA met all

their KPIs for the data provided which pertained to response times to priority one, two, and three call outs in Hedland. WMAHS failed to meet their KPIs for MBS health checks, management plans, and team care arrangements in Hedland, but were above the state and national average rates of completion for three of the four KPIs. Legal Aid WA, PCLS, EPIC, and Bloodwood all met some of their KPIs but not others. Reasons for failing to meet KPIs included: funding cuts, organisational restructure (more emphasis on other program components), unexpected costs in the delivery of services, and increased complexity in the delivery of services.

- Across the 42 NGOs, sources of funding include federal and state government grants, corporate funding (including grants, service agreements, and sponsorships), trust funds, philanthropic foundations, fees for service, investments, charity donations and fundraising. In all five categories of the map and gap analysis, government funding represented the dominant source of funding for organisations; this was most striking for the law and justice category in which all five NGOs reported being predominantly funded by government grants. The second most common major source of funding reported was an unclear combination of government and corporate funding. Of the 34 NGOs for which there was sufficient information to discern the major sources of funding:
  - 17 receive the majority of their total revenue from government funding (Aboriginal Family Law Services, Bloodwood, EPIC, HelpingMinds, Legal Aid WA, Lifestyle Solutions, Mackillop Family Services, Mission Australia, Ngala, PCLS, Pilbara Community Services Ltd, Rose Nowers Early Learning Centre, Silver Chain, WACSS, WMAHS, WAPHA, YMAC)
  - 9 receive the majority of their total revenue through an unclear combination of government and corporate funding (EdConnect, EON Foundation, Foodbank WA, Hedland Well Women's Centre, HOPE Community Services, V Swans, WMPALC, Yaandina Turner River Rehabilitation Centre, YIC)
  - 4 receive the majority of their total revenue from fees for service (Child Australia, Royal Life Saving Australia, St John Ambulance WA, YMCA WA)
  - One receives the majority of its total revenue from a trust fund (GAC)
  - One receives their total annual revenue made up in equal parts of government funding, corporate funding, and sponsorships and donations (Telethon Kids Institute)
  - One receives the majority of their total annual revenue from an unclear combination of government funding and fees for service (Headspace Pilbara)
  - One receives its total annual revenue through a combination of reserve funds, investments, and income from the organisation's business operations (IBN Group)
- There is a lack of publically accessible information about the impact of the support services on the Hedland community, however the following points could be identified:

- The two children and youth support services for which data was accessible (HOPE Community Services, YIC) average a total of 13,660 contacts with young persons a year in Hedland through their youth centre, youth accommodation, youth justice diversion, and youth bail options programs. It should be noted that this figure does not represent unique persons, it is expected that a much lower number of individuals access the services frequently
- The two law and justice support services for which data was accessible (Aboriginal Family Law Services, PCLS) average a total of 435 supported persons in Hedland a year through their legal representation, legal advices, tenancy education, housing support, and family violence outreach programs
- The two employment support services for which data was accessible (AAC, Bloodwood) average a total of 2,062 Hedland-based persons supported a year with their jobseeker interviews, resume writing, Aboriginal youth career plans, and work readiness program support services. This figure does not take into account persons re-accessing support services. Bloodwood also reported supporting 46 Hedland-based persons to gain employment in the 2016-17 financial year
- The four NGOs offering AoD support services for which data was accessible (Bloodwood, Yaandina Turmer River Rehabilitation Facility, PCLS, WAPHA) average a total of 1,928 persons in Hedland a year that are supported with their AoD treatment, Sobering Up Centre, Rehabilitation Facility, and housing support services and programs. It should be noted that this figure does not represent unique persons, it is expected that a much lower number of individuals access the services frequently
- The three NGOs offering mental health and medical support services for which data was accessible (Bloodwood, Hedland Well Women's Centre, WMAHS) average a total of 17,539 Hedland persons supported with their counselling services, formal therapeutic groups, integrated mental health services, and medical services each year. This figure does not take into account persons re-accessing, or accessing multiple, support services
- Bloodwood also averages 299 Hedland-based persons supported with driver training each year, 400 Hedland-based persons supported by the community patrol service (and 15,000 pick-ups) each year, and 432 Hedland-based persons supported with their homeless support service each year
- There is also a lack of publically accessible information about the NGOs' investment in the Hedland community, specifically. However, aside from the labour services contributed by organisation employees, the following more direct financial investments in the Australian community at large were identified:
  - Of the NGOs offering children and youth support services for which investment data was available, on average, four contribute 6 – 24% of total expenditure each year to client consumables, program expenses, and community expenses

(YMCA WA, YIC, Mackillop Family Services, V Swans). On either side of this, 2.5% of EPIC's total yearly expenditure goes directly to client consumables, respite services, and program expenses, while 51% of GAC's total yearly expenditure goes directly to program expenses, 68% of WACSS's total yearly expenditure goes directly to social policy and sector services and developments, and 372% of EdConnect's total revenue each year is invested in the community through volunteer work hours

- Of the NGOs offering law and justice support services for which investment data was available, on average, Aboriginal Family Law Services and PCLS contribute 0.3 – 3% of total expenditure each year directly to client disbursements and community services, while Legal Aid WA and HOPE Community Services contribute 22 – 30% of total expenditure each year directly to community services
- Of the NGOs offering employment support services for which investment data was available, on average, Bloodwood and EPIC contribute 0.8 – 2.5% of total expenditure each year directly to client consumables, emergency services, respite costs and donations
- Of the NGOs offering health support services for which investment data was available, on average, Bloodwood, HelpingMinds and EPIC contribute 0.8 - 5% of total expenditure each year directly to emergency services, program costs and respite costs, while four NGOs contribute 51 – 89 % of total expenditure each year to community services, program expenses, and client expenses (Mission Australia, Lifestyle Solutions, GAC, WAPHA), and 70% of Telethon Kids Institute's total expenditure each year goes to scientific research (though this likely includes employee expenses)
- Of the NGOs offering other community support services for which investment data was available, on average, EON and IBN contribute 6 – 11% of total expenditure each year to program costs and housing grants, while Royal Life Saving Australia contributes 36% of total expenditure each year to community services

#### 4.0.2 Crime Data and Support Service Provision in Hedland

Several themes emerged from the crime data report generated as part of the project assessing community safety in Hedland, these included: housing issues (overcrowding, high levels of social housing rentals, and homelessness), and a greater proportion and increasing rate of assault offences (against family and non-family), violence restraining order breaches, and drug offences in South Hedland compared to the rest of WA. Additionally, respondents of the Hedland Community Safety Survey (2017) identified alcohol and other drug use (including needles), and violence (including domestic violence) as issues they were concerned about in Hedland. Two thirds of survey respondents also indicated that they were unaware of eyes on the street. In light of the demographic information and crime trends, as well as the NGO support services identified as part of this analysis, the following narrative emerges:

- Housing issues such as overcrowding, high levels of social housing rentals, and homelessness are a problem in Hedland. No NGOs exclusively provide housing support services in Hedland, and of those that do provide housing support as part of their portfolio of services, several have indicated that there is a shortage of housing availability, and that the Department of Housing general wait list can be up to seven years. Additionally, sourcing furniture for properties, and house abandonment continue to be issues for housing clients.
- Family violence is a crime problem in Hedland and this is reflected both in crime data, and public reporting and perception of family violence offences. Issues emerging from the review of support services in Hedland include the lack of crisis accommodation (none for men – closest is Perth), middle income earners not having free access to legal services and being put off by expensive court fees, long wait times for court hearings, the lack of solicitors for the number clients, a substantial wait list for public housing transfers (for women/children escaping perpetrators of family violence), a lack of support programs holding the perpetrator accountable (i.e. men's behaviour change services), funding cuts to NGOs, and a lack of inter-organisational collaboration in addressing family violence using an integrated and multifaceted approach – for example, only four of the 42 NGOs explicitly identified being involved in the Hedland Family Violence Action Group.
- Alcohol and other drug offences are crime problems in Hedland as reflected in the crime data, public reporting and public perception of these offences. Issues emerging from the review of support services in Hedland include a lack of in-house treatment for AoD issues (aside from Yaandina Rehabilitation Facility the remainder of services involve infrequent client contact which do not remove the individual from entrenched AoD use in the community), lack of access to AoD support services for those most in need (lack of outreach services), and funding cuts to NGOs. One unique and promising support service in this space is the Community Patrol Service provided by Bloodwood which aims to minimise client's contact with the criminal justice system, reduce the level of harm caused by antisocial behaviour, and assist clients to access relevant support services. The Community Patrol Service also offers an additional presence to police in the community to reduce likelihood of crime. Bloodwood also operates the Sobering Up Centre that local police are able to transport intoxicated persons to, to reduce risk of harm to members of the community.

#### 4.0.3 Recommendations

- Obtain more information on organisation KPIs and outcome measures to determine appropriateness of KPIs and efficacy and impact of support services in Hedland, specifically.
- Identify the geographical distribution of NGO service provision in the Hedland area more acutely (the range of service area for each NGO will differ based on their static or outreach mode of service delivery). This information will help to answer if there is

significant overlap in the distribution of support services, and if there are some geographical areas that are being neglected and require more targeted support.

- Obtain a more complete picture of inter-organisational collaboration in delivering support services in Hedland. Identify gaps in organisational networks and facilitate inter-organisational collaboration in the targeted delivery of support services. One of the barriers to service provision that was identified by several NGOs was the lack of brand awareness; that is, other community services not being aware of the organisation's own services.
- Obtain more comprehensive information about organisation investment in the community to gain a greater understanding of operating expenses and provide a more informed basis in which to assess effective allocation of resources in the delivery of support services.

## Appendix

**Table A. Summary of working group involvement for NGOs providing support services in Hedland**

Organisation	Working Group												
	Hedland Early Years Network	Hedland Youth Stakeholder Action Group	Hedland Collective	Hedland Community Safety Action Group	ATSI Consultation Forums	Port Hedland Alcohol and Other Drug Group	Hedland FASD Network	Pilbara For Purpose	Hedland Family Violence Action Group	Court Clerks Hedland	WACSS Working Group	Port Hedland Liquor Accord	Headspace Pilbara Consortium
Child Australia (C)	X	-	-	-	-	-	-	-	-	-	-	-	-
EPIC (C, E, H, O)	X	-	X	-	-	-	-	-	-	-	-	-	-
Ngala (C)	X	-	-	-	-	-	-	-	-	-	-	-	-
YMCA WA (C)	X	-	-	-	-	-	-	-	-	-	-	-	-
WACSS (C, O)	X	X	X	X	-	-	-	-	-	-	X	-	-
EdConnect (C)	-	X	-	-	-	-	-	-	-	-	-	-	-
HOPE CS (C)	-	X	X	-	-	-	-	-	-	-	-	-	-
FoodBank WA (C)	-	X	-	-	-	-	-	-	-	-	-	-	-
YIC (C)	-	X	X	-	-	X	X	X	-	-	-	-	-
Mackillop FS (C, H)	-	-	X	-	-	-	-	-	-	-	-	-	-
GAC (C, H, O)	-	-	-	-	X	-	-	-	-	-	-	-	-
Aboriginal FLS (L)	-	-	-	-	-	-	-	-	X	X	-	-	-
Hedland W's R (L)	-	-	X	-	-	-	-	-	X	-	-	-	-
PCLS (L, H)	-	-	-	-	-	-	-	-	X	-	-	-	-
Legal Aid WA (L)	-	-	-	-	-	-	-	-	-	X	-	-	-
Bloodwood Tree (E, H, O)	-	X	X	X	-	X	X	X	-	-	X	X	X
IBN Group (E, O)	-	-	-	-	X	-	-	-	X	-	-	-	-
HelpingMinds (H)	X	-	X	-	-	X	-	-	-	-	-	-	X
Headspace – Pilbara (H)	-	-	-	-	-	-	-	-	-	-	-	-	X
Mission Australia (H)	-	-	X	-	X	X	X	-	-	-	X	-	X
Telethon Kids Institute (H)	-	-	X	X	-	-	X	-	-	-	-	-	-
Yaandina Rehab (H)	-	-	-	-	-	X	-	-	-	-	-	-	-
EON Foundation (O)	-	X	X	-	-	-	-	-	-	-	-	-	-
Royal Life Saving Aus (O)	-	X	-	-	-	-	-	-	-	-	-	-	-
Pilbara For Purpose (O)	-	-	-	-	-	-	-	X	-	-	-	-	-

Note: X denotes organisation involvement in working group. Table includes only those working groups for which at least two NGOs identified having involvement with. NGOs excluded if no identified involvement with working groups listed in table. (C) = children and youth support, (L) = law and justice support, (E) = employment support, (H) = health support, (O) = other community support