

Form No. 912

DEPARTMENT FOR COMMUNITY WELFARE

Folio No.

## INTERNAL MEMORANDUM

Ref. No.

To: THE DIRECTOR-GENERAL.

Attention:

Subject: EDEN PARK BOYS HOME "SALCARE" PROGRAMME.

Date: 8/7/82

1. BACKGROUND.

- 1.1 In November, 1981 a meeting was held between Brigadier Steer, Mr. Harris, Mr. Lewis and myself to discuss the current operation and effectiveness of Eden Park and to float ideas relating to the development of a more appropriate type of care for emotionally disturbed boys and their families.
- 1.2 As decided at the above meeting, I prepared a discussion paper proposing the closure of Eden Park and developing a three phased professional service consistent with the admission criteria for the Home. One phase provided for a cottage home for emotionally disturbed boys who were assessed as requiring short to medium term residential care.
- 1.3 The paper was presented as a confidential working paper, however, it was circulated by the Salvation Army to the Manager and staff of Eden Park and the Child, Adolescent and Family Health Services, the major referring agent.
- 1.4 A meeting was held in February 1982, to discuss the paper. In attendance were representatives of the Child, Adolescent and Family Health Services; Col. Fisher (Melbourne); Brigadier Steer, the Manager of Eden Park; Mr. Lewis and myself. A major hidden agenda of that meeting was to convince Mr. Lewis and myself that Eden Park was performing an effective service and therefore should be left alone. The main issues were clouded by the anxiety raised by the discussion paper's wide distribution.
- 1.5 Brigadier Steer has recently replied to the proposal stating that the Salvation Army believes that there continues to be a need for residential care of the type provided at Eden Park and the Salvation Army has neither the resources nor manpower nor the willingness to develop the alternative programme as proposed.

2. NEW DEVELOPMENTS.

- 2.1 A new social worker was appointed to Eden Park early this year. She has worked extensively with boys' families with the result that several long term boys have returned home or been placed in foster care.
- 2.2 Because of the rumour circulating that Eden Park is going to be closed by the Department, very few referrals have been made this year.
- 2.3 There are currently <sup>13</sup> 14 boys in residence. (capacity 36)
- 2.4 The Social Worker has confided in me about many aspects of Eden Park that are far from satisfactory. She has claimed that the information I receive and the situation that I observe are far removed from the day to day realities. These matters relate to the lack of programme implementation, the quality of day to day care, staff competence and attitude towards the children and the tendency to retain boys in care rather than meeting objectives for getting boys back into the community. I have asked for a report so that I can take action on these matters.

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- 2.5 The Eden Park School Headmaster has written to Brigadier Steer about many of the above issues without result.
- 2.6 Over the past two years some of the key residential care staff have resigned over conflicts related to current policy and practice.
- 2.7 The Budgets for 1982/83 for Eden Park and Fullarton Children's Home indicate a combined operating cost of \$550,000 (deficit \$195,000). This situation is unacceptable.
- 2.8 I note and concur with your desire that every effort should be made for the Salvation Army to continue in child care.

### 3. ASSUMPTIONS.

- 3.1 I suspect that Eden Park is currently heading for a self-destructive collapse, maybe because it is realized that the Salvation Army is philosophically out of step with the Department and therefore unable to develop a more appropriate service or because the service is too costly and they want to get out.

The rumour is that the Department is going to shut them down. If the above assumption is true, then it appears that the Salvation Army will want the Department to be the scapegoat. We are facing a "no win" situation.

- 3.2 I also assume that there will continue to be a need for supportive/therapeutic services for emotionally disturbed boys and some residential care will be required.

Without statistics to support the above assumption, there is a clear indication from the Home's Social Worker, the Home's Headmaster, Departmental staff that I have consulted, that an Eden Park type facility for very difficult and emotionally disturbed boys is required in the community. I would suspect, however, that the numbers requiring care, and the length of stay required would be at a reduced level to the average numbers and duration of stay at Eden Park over the past years.

### 4. PROPOSAL.

A compromise to the initial proposal is now required. One way to deal with this dilemma is to develop a package proposal incorporating the Eden Park and Fullarton programmes along the lines of the present needs/admission criteria of both Homes. If considerable savings can be made in operating both Homes, and the Salvation Army still retain their commitment to child care, then we would have a negotiating base to start from.

- 4.1 Both Eden Park and Fullarton Home would need to be closed.
  - Fullarton Home currently has 10 children in the Home and two Cottage Homes care for a further 9 children. Over a period of 6 months it should be possible to place out half the children currently at Fullarton. Therefore one additional Cottage should cope with the demands on the Fullarton Programme (i.e. 3 Cottage Homes total of 15 children).
  - Similarly, if we assume that the optimum number of emotionally disturbed boys requiring care at Eden Park is 10, rather than 36, this group could be catered for in 2 Cottage Homes.
- 4.2 The package therefore, would be for the establishment of 3 additional Cottage Homes and the continuation of the 2 existing Cottages, 2 being for the Eden Park programme and 3 for neglected children at Fullarton.
  - 4.2.1 The programme should be part of the Salvation Army's Child and Family Services Division as an administrative and professional base.

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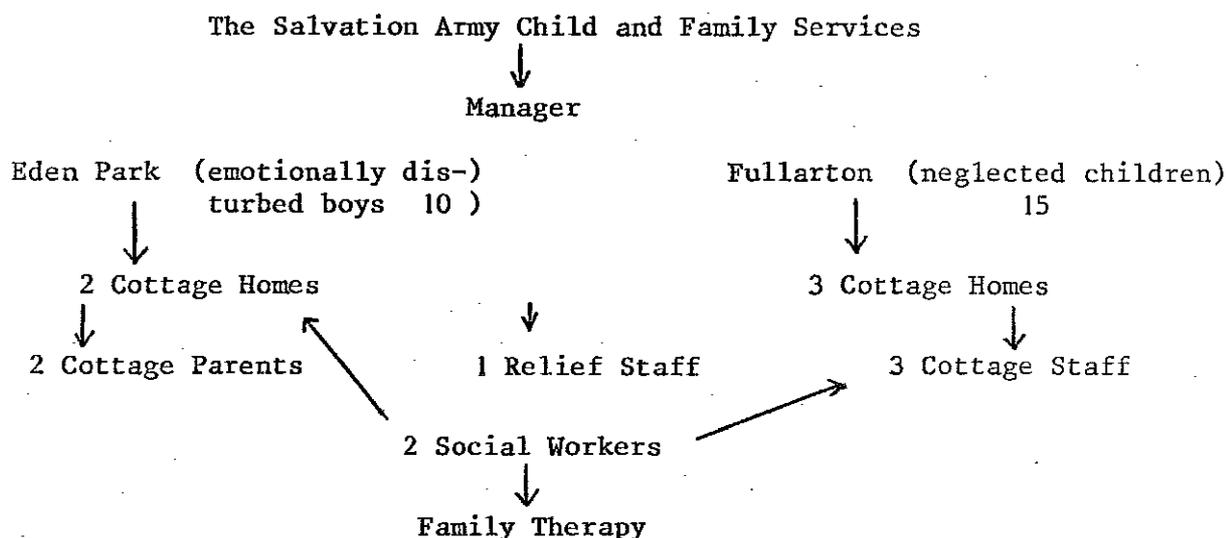
4.2.2 The two full time Social Workers currently employed at the Homes should be retained, but be regarded as a team to provide -

- professional assessments,
- individual programme development,
- professional support to Cottage Parents,
- family therapy,

for the five Homes.

4.2.3 A Manager/Director with relevant professional qualifications could be employed to administer and co-ordinate the programme and to develop professional standards. This person could be a Salvation Army officer, provided that he/she had the required qualifications.

4.3 The Model can be demonstrated as follows:-



4.4 Special Education programmes along the lines of the current Eden Park School could be developed if the Eden Park Cottages are located in the same vicinity.

4.5 Only people with social work/child care qualifications should be employed at the Eden Park Cottages. (Both husband and wife should be employed at a negotiable salary, e.g. (\$12,500 each) with free board.)

4.6 Costs. Budget 1982/83

Staff.

- Manager	\$20,000	
- 2 Social Workers	40,000	
- 5 Cottage Parents @ \$25,000	125,000	
- 1 Reliever (p/time)	10,000	
	195,000	

Operating Costs.

- Cottage Homes		
- Household expenses @ \$10,000	\$50,000	
- Admin. costs	10,000	
	60,000	
	\$255,000	(558,816)

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4.7 Income.Commonwealth Government.Salaries ( $\frac{1}{2}$  salaries for Eden Park programme)

- Cottage Parents	\$25,000		
- Reliever	5,000		
- Social Worker	10,000		
- Manager	10,000		
Handicapped Child Allowance 10 @ \$40	20,000		
Family Allowance 25 @ \$5	6,250		
		<u>76,250</u>	(129,986)

South Australian Government.

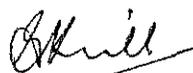
Operating Grant - \$18,000 per Cottage	\$90,000		
Social Worker Grant	27,000		
Child Subsidies 15 @ \$35	26,250		
		<u>143,250</u>	(158,512)
Parents Contribution 25 @ \$5		6,250	
		<u>225,750</u>	
	Deficit	<u>\$29,250</u>	(197,558)

4.8 I consider that no progress would be made with this proposal by negotiating with Brigadier Steer. Negotiations should take place directly with the Territorial Headquarters Social Services Staff in Melbourne.

\* I propose that I or both of us should visit Melbourne for this purpose.

4.9 I consider the above package is a sellable deal.

- (1) It is consistent with the changes the Salvation Army have made in many of its Homes in Victoria.
- (2) The proposal should still qualify for Commonwealth grants under the Handicapped Persons Act for the Eden Park component.
- (3) It will save the Salvation Army and funding agents a great amount of money and these savings should be reflected in subsequent years.
- (4) No proposal has been developed in this paper re the future of Eden Park or Fullarton properties. Alternative usage could realize funds to the Salvation Army to offset the deficit incurred in this proposal.



G. J. KNILL  
SECRETARY  
RESIDENTIAL CHILD CARE ADVISORY COMMITTEE.