

NSW Department of Community Services  
Annual Report **2006/07**



**STRONGER FAMILIES** STRONGER COMMUNITIES



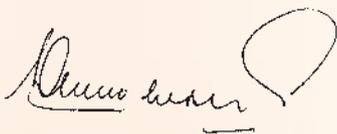
NSW Department of  
Community Services

The Hon. Kevin Greene MP  
Minister for Community Services  
Parliament House  
Macquarie St  
SYDNEY NSW 2000

Dear Minister

In accordance with the *Annual Reports (Departments) Act 1985*, I am pleased to submit to you for presentation to Parliament a report on the activities and financial affairs of the NSW Department of Community Services for the period 1 July 2006 to 30 June 2007.

Yours sincerely



**Neil Shepherd**  
Director-General  
NSW Department of Community Services

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Hours of operation: 8:30 am to 5:00 pm Monday to Friday.  
DoCS Helpline (ph 132 111) operates 24 hours a day,  
7 days a week.

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#### Acknowledgements

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Models are used throughout unless otherwise stated.

**Note:** Throughout this report percentages may not add up to 100 due to rounding.

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# Overview



# OVERVIEW

## About DoCS

The New South Wales Department of Community Services (DoCS) is the largest child protection agency in Australia. We help keep children safe from harm and provide care for those who cannot live at home.

DoCS helps children and young people by providing support and care to them, their families and their communities. Our core work focuses on child protection. This begins early on with prevention and early intervention strategies, such as children's services and the Brighter Futures program<sup>1</sup>, to help build strong families and communities and help children grow to have positive lives.

DoCS works in partnership with other government agencies, non-government organisations, community groups and the public to assess the strengths and needs of families and communities and develop and deliver a wide range of services.

DoCS provides services through the head office in Ashfield (Sydney), 17 regional offices and 80 community services centres delivering frontline services.

**The DoCS Helpline (ph 132 111) is a 24 hour statewide telephone service to report suspected child abuse or neglect.**

DoCS operates within the legal framework set by the *Children and Young Persons (Care and Protection) Act 1998*, the *Community Welfare Act 1987* and the *Adoptions Act*

2000. For more information about this legislation, including amendments over the 2006/07 year, please see Appendix 1.

The programs and activities detailed in this annual report are based on objectives and performance targets identified in *DoCS Corporate Plan 2004/05-2008/09*, as well as in our annual corporate directions statements, meeting our statutory reporting responsibilities. A copy of DoCS corporate plan and corporate directions are available on our website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

### Our vision

A NSW where families and communities value, protect and nurture children and young people

### Our values

Integrity Excellence Respect Trust  
Openness Fairness Teamwork

### What we do

The Department's key responsibilities are:

- ❖ providing protection for children at risk of harm
- ❖ providing funding, accommodation and support services for children and young people who can no longer live at home
- ❖ funding and regulating children's services such as preschools and day care centres

- ❖ coordinating recovery services to help people affected by disasters
- ❖ offering community support services to help homeless people and families move to independent living.

### How we help

Together with partners in government, business and the community, we:

- ❖ assess the strengths and needs of families and communities
- ❖ develop and deliver a range of services
- ❖ monitor, evaluate, research and analyse to improve policy and service development.

### Who we help

Our clients include:

- ❖ children and young people in need of care and protection
- ❖ families and communities needing help and support
- ❖ our partners in service delivery, including service providers, local government and State and Commonwealth Government agencies
- ❖ collaborators and recipients of our data and research findings (research organisations, universities, students and the public).

Prevention	Early intervention	Child protection	Out-of-home care
	Brighter Futures		
Families NSW		DoCS crisis caseworkers & Joint Investigation Response Teams	
Better Futures			
Aboriginal Child, Youth & Family Strategy			Out-of-home care & intensive services
Children's services (preschools, childcare, etc)			
	Supported Accommodation Assistance Program		
Community Services Grants Program			

<sup>1</sup> See Section 2 for more information on the Brighter Futures early intervention program.

## Our people

DoCS employs almost 4,000 full-time and part-time staff, including people from Aboriginal and culturally and linguistically diverse backgrounds, to help us best identify and meet community needs.

Our workforce includes caseworkers, psychologists, legal officers, community program officers, researchers, statisticians, economists, children's services advisers, communications professionals, policy analysts, managers and administration staff.

Caseworkers make up almost half of the DoCS workforce. Caseworkers can work in a number of different areas, including:

- ❖ **child protection:** assessing reports and providing assistance to families to reduce harm to the child or young person and, if necessary, take Children's Court action
- ❖ **street teams:** reducing crime, risk-taking and antisocial behaviour by children and young people in areas such as Redfern, Cabramatta and Kings Cross
- ❖ **Joint Investigation Response Teams:** professionals from DoCS, NSW Police Force and NSW Health undertake joint investigation of child protection matters where serious physical or sexual assault of children is involved
- ❖ **out-of-home care:** supporting children and carers where children are unable to live safely with their birth parents
- ❖ **early intervention:** assessing strengths and needs of families and assisting them to access a range of appropriate services
- ❖ **Helpline:** taking initial reports from people with concerns about the safety and wellbeing of a child or young person, and assessing what further actions may be taken
- ❖ **Aboriginal caseworker:** consulting and advising on Aboriginal children who are at risk, and the placements of Aboriginal children and young people who are in out-of-home care.
- ❖ **multicultural caseworker:** providing services to children from culturally and linguistically diverse (CALD) families and communities.



## OVERVIEW

As at 30 June 2007, the NSW Department of Community Services was administered through six operational areas.

### Operations

Operations division delivers frontline services across NSW and supports the introduction of new policies and procedures and improvements in professional practice to caseworkers. It also delivers statewide specialist services such as the Helpline, adoption services, psychology services, Joint Investigation Response Teams and disaster recovery with partner organisations.

### Service System Development

Service System Development division was established in January 2007 from an amalgamation between the former Communities and Policy division and the former Research, Funding and Business Analysis division. The new division is responsible for corporate planning and reporting, research and analysis, and developing policies and guidelines for service provision across the key DoCS program areas, as well as managing funding to service providers. The division is also responsible for reform of the children's services sector and for regulation of children's services.

### Communities

Communities division works across the government and non-government sectors to develop coordinated, strategic approaches to issues facing young people, children and families and implement community programs locally. These include youth initiatives, services for women experiencing domestic violence, parenting programs and family support services.

### Strategy, Communication and Governance

The Strategy, Communication and Governance division provides leadership in issues and relationship management and accountability in DoCS, including freedom of information, governance and corporate and ministerial information. The Media and Communication branch informs and educates stakeholders through community education campaigns, publications, the internet and the media.

### Corporate Services

Corporate Services provides administrative, financial and legal services, information and communication technology, funding administration and building management services.

### Corporate and Workforce Strategies

Corporate and Workforce Strategies includes Aboriginal and multicultural services, human resources, learning and development, and workforce planning. It leads DoCS recruitment drive to fill more than one thousand new caseworker positions by mid 2008.

### Management

The Director-General is the head of the NSW Department for Community Services. The Director-General leads the Executive which has responsibility for:

- ❖ setting strategic policy and operational direction by debating and determining strategic positions, priorities and programs in the policy and operational context
- ❖ setting management directions for DoCS by guiding major organisational policies and processes, including statutory compliance, resource allocation, performance and risk management, and organisational change
- ❖ gathering and sharing business intelligence by monitoring and reviewing the external and internal operating and policy context, identifying emerging issues, listening to the expectations and perceptions of key stakeholders and sharing these observations with others
- ❖ communicating information, advice and leadership behaviours and values both within DoCS and externally.

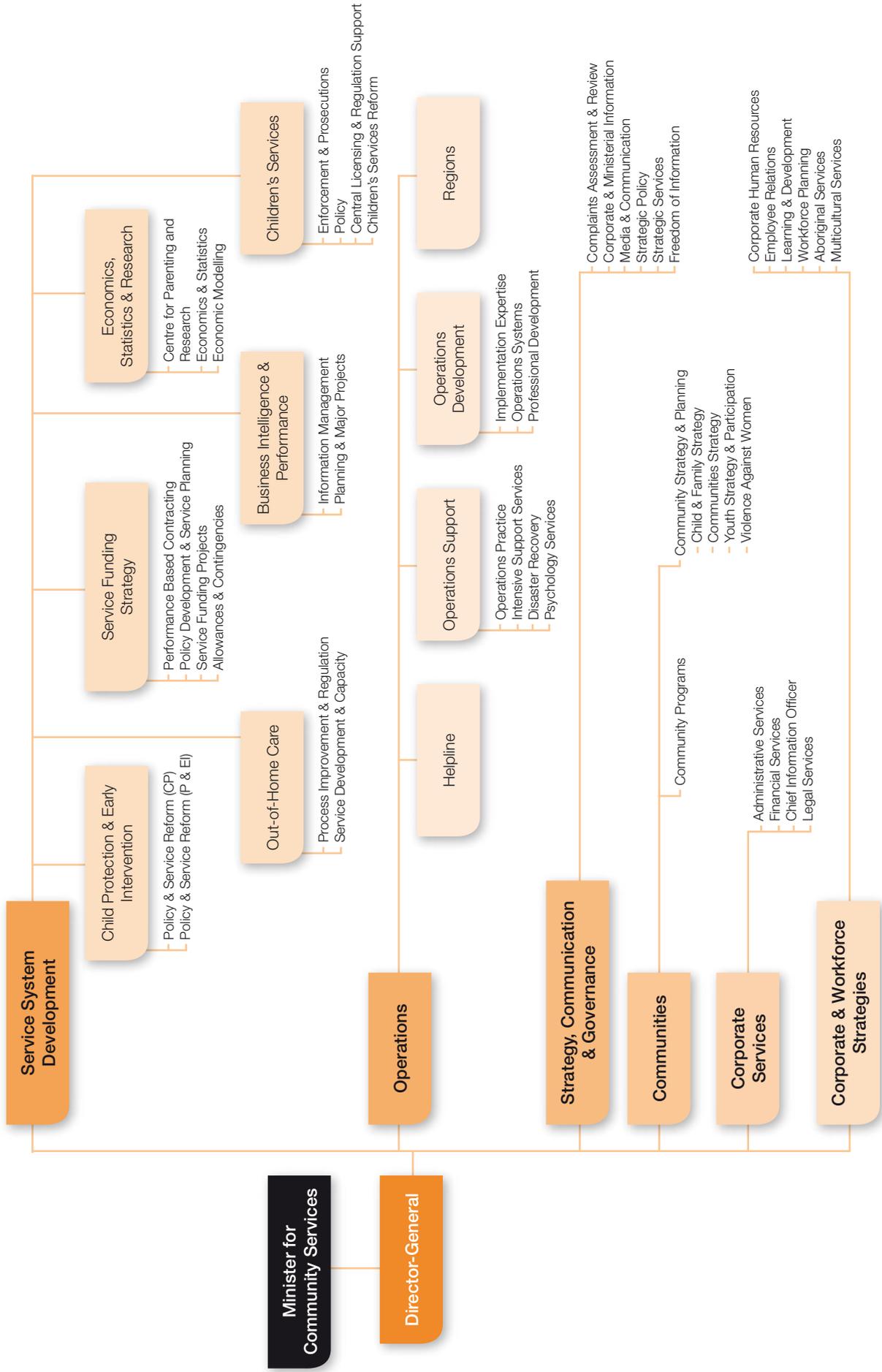
### NSW Minister for Community Services

The NSW Department of Community Services supports the NSW Minister for Community Services and Minister for Youth to perform their executive and statutory functions.

The Hon. Reba Meagher MP served as Minister for Community Services and Minister for Youth until 2 April 2007. The Hon. Kevin Greene MP was appointed the NSW Minister for Community Services and the Hon. Linda Burney MP was appointed the Minister for Youth on 2 April 2007.

The roles of the Minister for Community Services and Director-General are defined in sections 15 and 16 of the *Children and Young Persons (Care and Protection) Act 1998*.

# Our Organisation



## DoCS Executive



**Deputy Director-General**  
Operations  
**Annette Gallard**  
BSoc Stud, MComm



**Deputy Director-General**  
Service System Development  
**Dr Gül Izmir**  
BSc (EE), MSc, PhD OR, FAICD



**Deputy Director-General**  
Strategy, Communication and Governance  
**Donna Rygate**  
BEc (Hons), MPlan



**Deputy Director-General**  
Corporate Services  
**Alan Ramsey**  
BEc, ASA



**Executive Director**  
Communities  
**Sonja Stewart**  
BCom, LLB, GradDip LegPrac



**Executive Director**  
Corporate and Workforce Strategies  
**Jo Grisard**  
PSM BA (Hons), BSoc Sci



**Executive Director**  
Helpline  
**Helen Freeland**  
MSW



**Executive Director**  
Child Protection and Early Intervention  
**Linda Mallett**  
BSW (Hons), MSW, MBA, GCDR



**Executive Director**  
Service Funding Strategy  
**Toni Milne**  
BEc, GAICD



**Executive Director**  
Operations Development  
**Anne Campbell**  
BA, BSW, EMPA



**Executive Director**  
Children's Services  
**John Tansey**<sup>6</sup>  
BA



**Executive Director**  
Out-of-Home Care  
**Megan Mitchell**  
BA (Hons), MA Psych, Dip Ed, MA (Soc Pol)



**A/Executive Director**  
Business Intelligence and Performance  
**Elizabeth Knight**<sup>2</sup>  
BEc, Grad Dip (Ed Studies), EMPA, GAICD



**Executive Director**  
Economics, Statistics and Research  
**Marilyn Chilvers**<sup>3</sup>  
BEc (Hons), Grad Dip Ter Ed, M App Stat



**A/Executive Director**  
Operations Support  
**Myra Craig**<sup>5</sup>  
BEd, GradDip Ed, GradDip Management



**Chief Information Officer**  
**Kerry Holling**<sup>4</sup>  
BSc (Hons)



**Director**  
Financial Services  
**John Parisi**  
B Bus, CPA



**DoCS Regional Directors**  
Left to Right

**1 Regional Director**  
Northern  
**Susan Priivald**  
Ass Dip Com St, BAL, GC Soc Ad, EMPA

**2 Regional Director**  
Metro Central  
**Anne-Maree Sabellico**  
BA Soc Sc

**3 Regional Director**  
Metro South West  
**Janet Vickers**<sup>7</sup>  
BSW, Grad Dip Public Admin

**4 Regional Director**  
Metro West  
**Margaret Oldfield**  
BEc, GDPSM

**5 Regional Director**  
Hunter and Central Coast  
**Anne-Maree Gleeson**  
BA, GradDip Adult Ed, MA Soc Stud

**6 Regional Director**  
Western  
**Glynis Ingram**  
NNEB, AFAIM

**7 Regional Director**  
Southern  
**Jillian Herbete**  
BSW, EMPA

2 From 17 April 2007.  
3 From May 2007.  
4 From 5 February 2007.  
5 From 18 September 2006.  
6 From December 2006.  
7 From 1 August 2006.

## Accountability and oversighting

DoCS is accountable and responsible to a range of central and oversighting agencies.

## Department of Premier and Cabinet

This Department coordinates government policy with all agencies, including DoCS. Policy is determined by the Cabinet, which includes the Premier and Ministers.

## NSW Treasury

Each year, DoCS agrees with NSW Treasury the services that DoCS will deliver according to the resources that the Government will allocate to DoCS, and how results will be measured.

## Audit Office of NSW

Each year, the Audit Office of NSW performs an audit on DoCS annual financial statements for the year ended 30 June.

## NSW Ombudsman

The Ombudsman deals with complaints made by the public against NSW Government agencies, including DoCS. It conducts investigations itself or refers matters for DoCS to investigate.

## NSW Child Death Review Team

The independent Child Death Review Team is responsible for monitoring trends in child deaths in NSW and making recommendations to promote children's safety and welfare. The Commissioner for Children and Young People is the convenor of the team. The team aims to increase public awareness about ways to reduce the number of preventable child deaths.

## Commission for Children and Young People

One of the Commission's main activities is the screening of people seeking child-related employment to determine their suitability. This includes

potential staff and contractors of DoCS and other agencies, and people whose work involves direct contact with children where that contact is unsupervised, including foster carers, ministers of religion and members of religious organisations. The Commission's functions are set out in the *Commission for Children and Young People Act 1998*. For more information visit [www.kids.nsw.gov.au](http://www.kids.nsw.gov.au).

## Office for Children – Children's Guardian

The Children's Guardian promotes the best interests and the rights of children and young people in out-of-home care. This involves working with children and young people, their families and carers, government agencies such as DoCS and community based organisations. The Children's Guardian is independent and reports directly to the Minister for Community Services. The functions of the Children's Guardian are set out in Chapter 10 of the *Children and Young Persons (Care and Protection) Act 1998*. For more information visit [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au).

## NEW SOUTH WALES STATE PLAN

The *State Plan, A New Direction for NSW* was launched on 14 November, 2006.

The Department of Community Services has lead agency responsibility for two State Plan priorities:

**F6: Increased proportion of children with skills for life and learning at school entry**

**F7: Reduced rates of child abuse and neglect**

In this context, the Department is working to achieve the following results:

- ❖ children, young people and their families are supported so children reach developmental milestones
- ❖ where a child or young person is at risk and the Department determines that it must intervene, the child or young person and any relevant siblings are safe following that intervention
- ❖ children and young people who are removed from their family are cared for in a safe, well-functioning and stable placement and are successfully restored to their families where appropriate
- ❖ strong communities that have the ability and support to identify and solve problems as they arise and provide an environment where everyone can reach their full potential
- ❖ the victims of natural or other disasters are supported to recover and resume self-sufficient living.



### Director-General's message

I am pleased to present the Department of Community Services' Annual Report for 2006/07 – a year of continued growth and achievement for DoCS as we strengthen our support to children, young people, families and communities.

At 30 June 2007 DoCS has received 70 per cent of the NSW Government's \$1.2 billion funding boost announced in 2002. The reforms we have implemented over this time have meant significant changes to the way we do business and our outcomes in the community.

We have recruited hundreds of frontline and support staff and put in place systems and programs to help keep children safe, support vulnerable families and build better communities.

We evaluate the effectiveness of our programs rigorously and keep abreast of the latest local and international research to inform evolving best practice in our work with children and families.

The fast pace of reform has brought challenges. Recruitment and retention of a large and highly skilled workforce requires sustained effort, appropriate resources and support, and ongoing professional development.

The increase in staff has also placed pressure on office accommodation, particularly in regional areas where there is limited supply of suitable premises. Strategies to deal with these demands are outlined in Section 5.

Demand for the Department's services continues to increase, with the reported rate of child abuse and neglect increasing by almost 19 per cent in 2006/07 over the previous year. Domestic violence, alcohol and drug abuse and mental illness play a significant role in child protection reports and responding effectively to families with these issues is a challenge for our staff.

DoCS places a strong emphasis on community-building, prevention and early intervention, and working together with the non-government sector to provide local solutions to local needs.

DoCS undertakes significant work in addressing domestic and family violence, and this is detailed in Section 1. The establishment of a small Drug and Alcohol Expertise unit within DoCS in 2007 will provide caseworkers and managers with more skills and expertise in dealing with these issues. For more information see Section 3.

Aboriginal children and young people continue to be over-represented in the child protection and out-of-home care system. A detailed plan for improving our service to Aboriginal communities was developed over the year, the Aboriginal Strategic Commitment, *Aboriginal Business is Everybody's Business*.

Families NSW, a whole-of-government approach to improving health, developmental, educational and social outcomes for children under eight, has already achieved so much in its first five years. It will be expanded over the next five years with a funding boost to deliver more programs for families with babies and young children.

Some notable points of the past year include:

### Prevention and early intervention

The Department places a high priority on prevention and early intervention programs. Providing support to vulnerable families can stop problems from getting worse and help parents give their children a good start in life.

DoCS Brighter Futures early intervention program is a partnership between DoCS and non-government agencies and includes case management, home visiting, parenting programs and quality children's services for participating families. Once Brighter Futures is fully operational, it will have the capacity for more than 2,700 families to receive case management, more than 4,300 children to receive two days per week in quality children's services and more than 6,000 places for families in parenting programs. A specific information and practice guide was developed for caseworkers outlining ways to help Aboriginal families engage with the program.

DoCS continued with its program of reform to improve the consistency and effectiveness of the regulation and funding of children's services, such as preschools, childcare centres and vacation care in NSW. New and revised funding policy, administrative guidelines and transitional arrangements were developed to support changes to the way children's services are licensed and regulated.

One of the key aspects of the children's services reform is the establishment of a new centralised licensing approach at DoCS. Providing a more streamlined approach to applying for a licence, the centralised system should be introduced across NSW by early 2008. DoCS is now also responsible for regulating outside school hours care services.



### Child protection

Child protection reports to DoCS continue to increase. The statistical probability is now that one in every five children in NSW will be reported to DoCS at some point before they turn 18 years of age. Approximately 70 per cent of all reports received at DoCS Helpline are considered to warrant referral to our caseworkers for further assessment and action.

The need to address this increasing demand on our service system was recognised in the discussion paper canvassing options for reform of the *Children and Young Persons (Care and Protection) Act 1998*, released by the Minister for Community Services in October 2006. Thirty-nine submissions were received from government agencies, non-government bodies and private citizens.

DoCS is commencing a major review of the NSW child protection system to increase the efficiency and effectiveness of our work for children, young people and families. Work under the child protection major reform project is one of our key priorities for 2007/08, as well as part of the *NSW Government State Plan*. Recommendations for reform will be provided to the NSW Government in 2008.

It is a sad fact that no child protection system in the world can prevent all child deaths. However we can learn much from detailed reviews of these tragic cases and we have a dedicated unit that conducts such reviews. The lessons from these reviews are leading to changes in policies or procedures and being used to train frontline staff in improved casework approaches. They are also being used in community education campaigns such as the impending one on the dangers of substance abuse and co-sleeping with babies.

### Out-of-home care

Sometimes children cannot live at home safely and are placed with relatives, foster carers, in residential care or in independent living arrangements. This is known as out-of-home care.

There were 12,712 children and young people in out-of-home care as at 30 June 2007. This represents an increase of almost 20 per cent since June 2006.

DoCS is currently growing and strengthening the out-of-home care funded service system with \$617 million in funding over five years. Service providers were invited to apply for funding through an expression of interest (EOI) process closing on 30 July 2007. A review of service plans for agencies already delivering out-of-home care programs will occur alongside this EOI process.

With work progressing to improve service delivery and the quality of support services to children and carers, DoCS established an out-of-home care major project in June 2006. Sound governance arrangements have been established and extensive work has been done towards building a first rate service system for children and young people in out-of-home care.

We will be evaluating the DoCS out-of-home care program and how effectively current strategies are being implemented. The evaluation will be informed by a longitudinal study of children in out-of-home care undertaken by an external consortium with DoCS Centre for Parenting and Research until 2012.

The study will show what works best for children in care and indicate whether DoCS requires any change in direction.

### Improved organisational performance

Bulk recruitment has already brought around 650 new caseworkers into the field since June 2003. Caseworker recruitment will continue in the year ahead, along with additional managers, psychologists, legal officers and administrative staff to strengthen our workforce.

To improve the quality of our services to clients, DoCS focus is now broadening to professional development and quality assurance programs to improve and maintain the expertise of our workforce. We aim to be an employer of choice in NSW and provide our staff with access to the latest research, best practice and ongoing learning.

New initiatives implemented this year include mentoring between Aboriginal staff and managers; a childcare placement for caseworkers to gain more experience with young children; and action learning.

About 50 Aboriginal casework staff are currently enrolled in the Diploma of Community Services and more than 400 new staff attended the mandatory caseworker development course throughout the year. This course is an intensive introduction to

the practice of child protection based on face-to-face tuition and substantial supervised fieldwork.

A suite of new information systems have been put in place since 2003. In 2006/07 our client and case management system (KiDS) and Corporate Information Warehouse were upgraded to accommodate growing staff numbers and increased demand. The Helpline platform technology has also been expanded and we expect to trial internet-based reporting in 2008.

A strong research base within the organisation continues to inform DoCS policy, practice and service delivery, with research papers and reports published, seminars held for DoCS staff and the publication of regular updates on relevant international and national research.

A major social research project, *Spotlight on Safety*, was completed in September 2006, providing us with greater insight into community attitudes towards child protection and wellbeing. The findings provide insights into a range of issues, including the community's knowledge of what constitutes abuse and neglect, the reasons people do and don't report suspected cases of abuse and neglect, and their motivations for fostering children. This research will help DoCS

in planning programs and services for the future.

### Our commitment to Indigenous communities

Our Aboriginal Strategic Commitment, *Aboriginal Business is Everybody's Business*, was developed in 2006/07 and will strengthen accountability for results for Indigenous communities.

Over the past year we have provided training and support to Indigenous non-government organisations and continued our contribution towards whole-of-government initiatives (including the *Two Ways Together Plan*). These aim to improve outcomes for Indigenous communities and develop better relationships between the NSW Government and Indigenous organisations.

DoCS will work more collectively across all areas to improve support and service delivery for Aboriginal staff, clients and communities. Ten targets have been identified for the next five years, including capacity building in non-government organisations, more cultural support for Aboriginal children and young people, and improved consistency in administrative, managerial and casework practices across the state.



## State Plan

DoCS is the lead organisation for two priority actions under the NSW State Plan. Priority F6 (increased proportion of children with skills for life and learning at school entry) and priority F7 (reduced rates of child abuse and neglect) are important parts of a suite of priorities designed to improve services to children and young people and their families. Other parts of this suite in which DoCS is a major partner are priority F4 (embedding the principle of prevention and early intervention in service delivery in NSW), priority F1 (improved health and education for Aboriginal people) and priority R1 (reduced rates of crime, particularly violent crime).

Our focus in 2006/07 for the two priorities led by DoCS has been to establish action plans in conjunction with our partner agencies. In 2007/08 we will start implementing these plans and reporting on progress.

## Conclusion

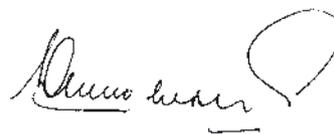
Whilst there is more to do than just finish the reform agenda, there is no doubt that the DoCS of today is a much stronger organisation and a better service provider than the DoCS of 2001/02.

The really exciting thing is that the reforms themselves will provide a platform for opportunities to improve beyond even the current horizons. Some obvious candidates to contribute to the next generation of improvements are professional development and quality assurance, improved services for Aboriginal children and families, the review of the statutory child protection system, improvements to the preschool component of children's services and refinement and expansion of the Brighter Futures early intervention program.

The 2006/07 Annual Report provides a comprehensive overview of the achievements and challenges DoCS

has faced over the past year as it continues its fast pace of reform.

I would like to acknowledge the commitment and hard work of DoCS staff and the collaboration of other government agencies and the whole community sector. Our partnership has been essential to the achievement of our goals. Finally, I would like to thank the Ministers for Community Services – Reba Meagher (until April 2007) and then Kevin Greene (from April 2007) – for their support for such important work.



**Dr Neil Shepherd**  
Director-General

## FUTURE DIRECTIONS: 2007/08

In June 2007 the NSW Minister for Community Services announced a \$1.26 billion budget for 2007/08 – an increase of 11.6 per cent from 2006/07.

This includes:

- ❖ \$24.4 million for child protection and early intervention caseworkers, and associated professional support staff
- ❖ \$65.5 million for out-of-home care, including an additional 75 caseworkers and support staff, and improved placement options and services for young people who cannot live at home
- ❖ \$116.4 million for preschool and childcare services.

Other budget initiatives are:

- ❖ \$1 million to set up a 24-hour parent advice line (\$4 million over four years)
- ❖ \$900,000 to kick start the \$5.2 million Triple P: Positive Parenting Program
- ❖ \$16.8 million over four years for family and domestic violence programs.

The Government is also investing \$16.3 million to upgrade and expand 33 DoCS offices around the state.

***DoCS Corporate Directions 2007/08*** outlines our objectives for the year ahead. It is available on our website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

### THE YEAR AT A GLANCE

DoCS plays an important role in the NSW community and children and families are a major priority for the NSW Government. In recognition of this, an additional \$1.2 billion in funding was granted to the Department in 2002 to be rolled out in escalating amounts between 2003 and 2008.

This extra funding is helping DoCS strengthen its work in four key areas – prevention and early intervention, child protection, out-of-home care and organisational performance.

By the end of 2006/07, DoCS received \$846.5 million from the reform package.

- ❖ \$270.2 million to improve the child protection system (including extra caseworkers and support services) and to introduce the Brighter Futures early intervention program.
- ❖ \$393.5 million to improve out-of-home care, including additional caseworkers and better services for children and young people who cannot safely live at home.
- ❖ \$182.8 million to meet increased costs for crisis support and improve support for caseworkers including training, legal services, information systems, research and enhanced frontline accommodation.

#### Achievements

- ❖ By 30 June 2007, DoCS had filled 650 additional caseworker positions from the reform package and will continue recruiting.
- ❖ DoCS occupied 27 new sites as part of the ongoing expansion and upgrade of caseworker accommodation.
- ❖ Almost 60 per cent of the budget – or \$667.5 million – was used to buy contracted services for clients, mainly from non-government organisations. DoCS Funding Policy<sup>8</sup> continues to be rolled out with the help and support of our community partners and peak bodies.
- ❖ Performance based service contracts for Brighter Futures were finalised and, in April 2007, DoCS started another call for expressions of interest for out-of-home care services. Worth more than \$600 million, the aim is to increase the range of placement and service options available for children and young people who cannot live safely at home.
- ❖ In 2006/07 and 2007/08, \$8.8 million a year will be provided to more than 530 community-based preschools to improve their viability as part of the Government's \$85.5 million Preschool Investment and Reform Plan.
- ❖ The *Children and Young Persons (Care and Protection) Act 1998* and *Adoption Act 2000* were reviewed and options papers were released to promote discussion on proposed amendments to the legislation.
- ❖ Commissioned the ground-breaking major social research project *Spotlight on Safety* to examine community attitudes to child protection, foster care and parenting.
- ❖ Phase 1 of the Permanency Planning Demonstration Project was completed. The project improves caseworker skills so sound, early decisions can be made about whether young children in care can be restored to their parents or whether other permanent options are preferable, such as care by a relative or adoption.

8 To see a copy of the Funding Policy, visit [www.community.nsw.gov.au](http://www.community.nsw.gov.au)

## Performance summary

	2006/07	2005/06	Difference %
<b>Service delivery</b>			
Total budget provided	\$1.129 billion	\$1.014 billion	11.3
Number of funded children's services	1,619	1,641	-1.3
Estimated funded places per day	46,008	46,132	-0.3
Licensed children's services	3,341	3,236	3.2
Estimated licensed places per day	146,120	138,648	5.4
Number of children aged 0-5 years who attended funded, licensed children's services in NSW	68,859	69,691	-1.2
Number of children from low income families for whom child care fees were reduced*	10,843	12,435	-12.8
Calls to Domestic Violence Line	23,342	22,294	4.7
Total child protection reports	286,033	241,003	18.7
Rate per 1,000 of children and young people who were subject of a report	78.8	68.8	14.5
Reports referred to a Community Services Centre (CSC) or Joint Investigation Response Team (JIRT) for further investigation	201,208	160,842	25.1
Number of JIRT referrals accepted	3,023	3,338	-9.4
Children and young people in out-of-home care	12,712	10,623	19.7
Rate per 1,000 of children and young people in out-of-home care	8.1	6.7	20.9
Annual real expenditure per child in out-of-home care	\$28,688	\$27,858	3.0
<b>Resources</b>			
Number of staff	3,997	3,493	14.4
Number of caseworkers	1,850	1,585	16.7

\* Survey during one week in September each year.

## Achievements in 2006/07

The following achievements show the progress made in 2006/07 towards the Department's objectives in the *DoCS Corporate Plan 2004/05 – 2008/09*. A detailed account of all of DoCS activities can be found in later sections of this report.

### COMMUNITY SERVICES

Result	Achievements
People who access Supported Accommodation Assistance Program (SAAP) services cease to be homeless or do not become homeless in the first place	<ul style="list-style-type: none"> <li>❖ Funded more than 380 SAAP services to provide assistance to clients</li> <li>❖ Held regional information sessions for more than 500 non-government organisations to explain DoCS performance-based contracting and performance monitoring framework</li> <li>❖ Five DoCS research and development programs received Commonwealth innovation funding to support the implementation of SAAP V Strategic Directions</li> </ul>
Disaster recovery clients return to their usual way of living as soon as possible	<ul style="list-style-type: none"> <li>❖ Attended 31 disasters and provided more than \$1 million in funding to assist victims by providing food, clothing, guidance and personal and financial support</li> <li>❖ Provided \$613,008 to drought-affected families and \$96,000 to families who lost their homes to bushfire</li> <li>❖ Established 16 evacuation centres for people affected by the Hunter/Central Coast floods in June 2007. More than 3,000 people attended the centres and DoCS took over 2,500 telephone calls for help</li> </ul>
Strong communities provide an environment for everyone, including families and children, to reach their full potential	<ul style="list-style-type: none"> <li>❖ Funded over 600 non-government organisations and local councils for over 930 community development projects</li> <li>❖ Supported 3,900 vulnerable young people with problematic drug and alcohol use through the Getting It Together Scheme</li> <li>❖ Received more than 23,000 calls to the Domestic Violence Line and coordinated a statewide awareness campaign to stop violence against women</li> <li>❖ Provided more than \$23 million to programs for all families with children eight years and under, including supported playgroups, volunteer home visitors and transition to school programs</li> </ul>

For more information about community services see page 19.

## PREVENTION AND EARLY INTERVENTION

Result	Achievements
Children's developmental outcomes are enhanced in a safe, well-regulated environment	<ul style="list-style-type: none"> <li>❖ Licensed 3,341 childcare services, providing an estimated 146,120 places per day</li> <li>❖ Funded 1,619 children's services – an estimated 46,008 places per day</li> <li>❖ Introduced centralised licensing to children's services in NSW</li> <li>❖ Registered more than 1,000 out of school hours care services under the new <i>Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007</i></li> <li>❖ Completed the roll-out of \$17.6 million in Preschool Investment and Reform Plan funding, helping 539 children's services to build capacity and make them financially stronger and more affordable</li> </ul>
Client children are supported so that they have age-appropriate development without ongoing involvement in the child protection system	<ul style="list-style-type: none"> <li>❖ Introduced Brighter Futures early intervention caseworkers to more DoCS offices, with teams now operating at more than 26 DoCS locations</li> <li>❖ Created 100 new early intervention caseworker positions</li> <li>❖ Updated version of the <i>Brighter Futures Early Intervention Service Provision Guidelines</i> and the <i>Brighter Futures Caseworker Manual</i> published in April 2007</li> <li>❖ Funded 34 Brighter Future projects to deliver case management, home visiting, parenting programs and quality children's services to families</li> <li>❖ Worked closely with 14 'lead agencies' to establish services using the performance-based contracting framework</li> <li>❖ Introduced the Parents as Teachers early intervention home visiting program, with caseworker training in PAT started in July 2007</li> </ul>

For more information about prevention and early intervention see page 33.

## STATUTORY CHILD PROTECTION

Result	Achievements
Client children and young people and their siblings are safe following intervention	<ul style="list-style-type: none"> <li>❖ A major project on child protection was scoped to review and reform the way child protection is carried out in NSW</li> <li>❖ Assessed more than 286,000 child protection reports</li> <li>❖ Created more than 100 new child protection caseworker positions</li> <li>❖ Developed a new standard fax form for reporting children and young people at risk of harm</li> <li>❖ A metropolitan After Hours Crisis Response Team was formed and dealt with nearly 4,000 after-hours matters between November and June 2007</li> <li>❖ Seven research papers and literature reviews were published dealing specifically with child protection issues</li> </ul>

For more information about statutory child protection see page 43.

## OUT-OF-HOME CARE

Result	Achievements
<p>Children and young people are in a safe, well-functioning, stable placement and are developing optimally</p>	<ul style="list-style-type: none"> <li>❖ Supported 12,712 children and young people in out-of-home care as at 30 June 2007</li> <li>❖ Provided \$10 million additional annual funding to create up to 200 new Aboriginal foster care places</li> <li>❖ Progressed the roll-out of \$617 million in OOHC funding with an Expression of Interest process inviting service providers to be part of a new integrated service system</li> <li>❖ Developed the Family Preservation and Intensive Support policy and service model to bridge the gap in services between child protection and out-of-home care</li> <li>❖ A new centralised Foster Carer Recruitment Line and marketing campaign attracted more than 2,000 people interested in becoming foster carers during August 2006</li> <li>❖ A revised payments system to better support foster carers was announced in September 2006</li> </ul>
<p>Children and young people are successfully restored to their parental family</p>	<ul style="list-style-type: none"> <li>❖ DoCS Permanency Planning Demonstration Project is now underway at several locations across NSW, with 66 children participating as at June 2007</li> </ul>
<p>A system is developed and implemented that provides quality, cost-effective care for children and young people with high needs and improves their longer term outcomes</p>	<ul style="list-style-type: none"> <li>❖ Introduced a performance monitoring framework to assess the progress of the four service providers contracted to provide specialist services to children and young people with high needs</li> <li>❖ Created 229 places for high needs children and young people across four service providers</li> <li>❖ DoCS funded and worked with service providers to deliver a range of programs and activities to improve the lives of high needs kids, including several camps as part of Camp Active</li> </ul>
<p>The out-of-home care service system provides an appropriate quantity and range of cost-effective, efficiently run and well coordinated services to meet the needs of all children and young people in the system</p>	<ul style="list-style-type: none"> <li>❖ Evaluation of the out-of-home care system was put out for tender in April 2007. Evaluation will complement and be informed by the Longitudinal Study of Children in Out-of-Home Care being undertaken by DoCS and external partners</li> <li>❖ Worked with other NSW Government agencies under several memoranda of understanding to address multiple issues with children and young people in care, including improved health and education outcomes</li> <li>❖ Funded the Kari Clinic to provide paediatric, developmental and psychosocial assessment of Aboriginal children and young people in out-of-home care. The clinic assessed 39 children between July 2006 and June 2007</li> <li>❖ Provided \$3 million directly to support young people who had left care and for specialist after care services</li> <li>❖ Developed a leaving care booklet, <i>Your Next Step</i>, to help young people in the Department's care in their transition to independent living</li> </ul>

For more information about out-of-home care see page 53.

## CAPACITY BUILDING

Result	Achievements
DoCS has the resources and skills to deliver the desired results in all core functions effectively	<ul style="list-style-type: none"><li>❖ Published <i>Corporate Directions 2006/07</i> and developed <i>Corporate Directions 2007/08</i></li><li>❖ A major social research report was completed exploring community attitudes to child protection, foster care and parenting</li><li>❖ Implemented the DoCS Aboriginal Strategic Commitment to improve services to Aboriginal staff and clients</li><li>❖ DoCS staff attended a total of 30,047 participant training days</li><li>❖ Increased training provided to non-government organisation (NGO) partners by 10 per cent on the previous year</li><li>❖ A Drug and Alcohol Expertise unit was set up within DoCS to increase staff skills in dealing with these issues</li><li>❖ Distributed nearly 800,000 information and communication resources to staff, government and non-government agencies, and the general public</li></ul>

For more information about capacity building see page 71.

## Summary of financial performance

### OUR SOURCE OF FUNDS

Funding source 2006/07

Source	Type of funding	Amount \$M
Treasury	Recurrent appropriation	1,065.7
Treasury	Capital appropriation	30.6
Other agencies	Rendering of services	3.8
Treasury (Crown)	Employee entitlements	10.0
Other retained revenue		9.1
<b>Total funding</b>		<b>1,119.2</b>

### EXPENDITURE BY BUSINESS

	2006/07(\$M)	%	2005/06 (\$M)	%
Community services	264.2	23.3	268.0	26.6
Prevention and early intervention	202.7	17.9	168.9	16.8
Statutory child protection	275.7	24.3	244.3	24.3
Out-of-home care	391.2	34.5	325.3	32.3
<b>Total</b>	<b>1,133.8</b>	<b>100</b>	<b>1,006.5</b>	<b>100</b>

### EXPENDITURE BY TYPE

	\$M	%
Employee related	305.1	26.9
Maintenance and operating expenses	131.2	11.6
Grants and subsidies	19.3	1.7
Depreciation	678.2	59.8
<b>Total</b>	<b>1,133.8</b>	<b>100</b>

### FUNDING SOURCE 2007/08

Source	Type of funding	\$M
<b>Recurrent</b>		
Treasury	Recurrent appropriation	1,211.3
Other agencies	Grants, contributions and revenues	9.8
Treasury (Crown)	Employee entitlements	17.1
Internal	Depreciation	22.0
<b>Total</b>		<b>1,260.2</b>
<b>Capital</b>		
Treasury		16.3
<b>Total</b>		<b>16.3</b>

# 01

## Building stronger communities

Community services



## 01

## Building stronger communities

## Community services



Strong communities are crucial to the wellbeing of families and individuals.

DoCS coordinates programs involving multiple government agencies and the non-government sector to support vulnerable people, address social problems, and keep young people connected with family and community.

These community development programs focus on strengthening families, engaging young people and reducing violence against women. DoCS works closely with non-government organisations, many of which receive funding to deliver services on behalf of the Department.

A full list of organisations funded this year is available on page 168.

### SUPPORTED ACCOMMODATION ASSISTANCE PROGRAM

#### Result

People who access SAAP services cease to be homeless or do not become homeless in the first place

#### Objectives

- ❖ Ensure that the state's new five year SAAP agreement with the Commonwealth reflects the needs of NSW clients, particularly increased access for Indigenous people
- ❖ Make the service system more flexible, to streamline costs and better serve clients
- ❖ Improve the situation of young SAAP clients

The Supported Accommodation Assistance Program (SAAP) provides accommodation and support services to help people who are homeless or at risk of becoming homeless. This can include families in crisis, single adults, young people, and women and children affected by domestic violence.

The program is jointly funded between the State and Commonwealth Governments. The State contributes 50.2 per cent of funds and the Commonwealth 49.8 per cent.

The program provides funding to more than 380 non-government organisations in NSW to deliver support, outreach, advocacy, living skills development and supported accommodation services, as well as linkages to other specialist services such as health, housing and aged care. It provides a major crisis response for people affected by domestic violence whose personal safety is threatened and who have acute needs and require immediate support.

## SAAP SERVICES BY CLIENT GROUP

	2006/07	2005/06	2004/05
Young people	163	165	165
Single men only	37	37	36
Single women only	19	18	19
Families	24	23	23
Women escaping domestic violence	93	93	92
Cross target/multiple/general	52	51	51
<b>Total</b>	<b>388</b>	<b>387</b>	<b>386</b>

Source: Australian Institute of Health and Welfare National Data Collection Agency – 2006/07 Preliminary Data.

## FUNDED SAAP SERVICES BY TYPE

	2006/07	2005/06	2004/05
Crisis/short-term accommodation	139	135	137
Medium/long-term accommodation	104	108	106
Day support	1	1	1
Outreach support	15	14	15
Telephone information/ referral	6	6	6
Agency support	1	1	1
Multiple	80	80	81
Other	42	42	39
<b>Total</b>	<b>388</b>	<b>387</b>	<b>386</b>

Source: Australian Institute of Health and Welfare National Data Collection Agency – 2006/07 Preliminary Data.

A new five-year multilateral agreement between the NSW and Commonwealth Governments was negotiated from 1 July 2005 to 30 June 2010. This agreement is known as SAAP V.

NSW and the Commonwealth have agreed on the following priorities under SAAP V:

- ❖ reduce the current level of high-cost crisis accommodation services and reconfigure these services into flexible support models that address national strategic directions
- ❖ improve client assessment processes so that clients are linked to the most cost-efficient service that meets their presenting need
- ❖ increase involvement in early intervention and prevention strategies
- ❖ provide better assistance to clients who have a number of support needs
- ❖ provide ongoing assistance to ensure stability for clients post crisis
- ❖ improve service responses for Aboriginal and Torres Strait Islander people.

DoCS continues to be concerned that many services funded under SAAP in NSW face viability problems due to the Commonwealth's decision not to provide any growth funding under the SAAP V Agreement. A national SAAP evaluation highlighted that a minimum 15 per cent increase in funding is required to maintain existing services in their current form. Addressing financial viability will be a major task for SAAP V and may result in a contraction or reconfiguration of the SAAP service system.

### Improving services

Performance monitoring is a key part of the implementation of performance-based contracting in DoCS and will become an accountability requirement for all SAAP services in 2007/08.

Performance monitoring of DoCS-funded contracts aims to produce better outcomes for clients and communities. It relies on an effective and productive relationship between DoCS and service providers and produces information that will assist service providers with their own continuous improvement strategies.

DoCS has been helping services to become familiar with the performance monitoring framework over the past year. In November and December 2006, DoCS and the SAAP peak bodies ran 18 regional information sessions for more than 500 non-government organisations around the state.

In March 2007, information sessions on 'Data and its role in performance reporting' were also held for SAAP services. These sessions formed a key part of the consultation process to develop robust performance indicators for use in SAAP service specifications.

Data gathered in 2007/08 will be used to improve on the performance monitoring process and inform any improvements to the SAAP service specifications.

### Innovation and investment

Under the SAAP V Agreement, NSW was allocated \$615,000 under the Commonwealth Innovation and Investment (I & I) Fund 2006/07 to support the implementation of SAAP V Strategic Directions.

In August 2006, the Minister for Community Services approved DoCS proposal for five research and development projects under the 2006/07 I & I Fund. These projects are:

1. **Mission Australia** – \$100,000 for a research project to test and validate the SAAP client complexity tool
2. **Far North Coast Accommodation and Brokerage Services** – \$200,000 to establish partnerships with the NSW Department of Housing and private housing providers that will increase the range of housing options for clients
3. **Mission Australia Service Enhancement** – \$150,000 to convert three youth services into more flexible case management and brokerage models
4. **Hastings Women's Refuge** – \$230,000 to develop outreach supports that allow women and children to remain safely at home after experiencing domestic violence
5. **NSW Women's Refuge Movement** – \$100,000 for a research project to establish a 'back office' purchasing capacity for women's SAAP services.



## DISASTER RECOVERY

### Result

Disaster recovery clients return to their usual way of living as soon as possible

### Objectives

- ❖ Participate in planning for disasters with national and international impact
- ❖ Build the profile of disaster recovery services and how they operate so that people know what to expect during and after disasters
- ❖ Improve regional planning (including staffing options) for disasters

DoCS is responsible for coordinating immediate and longer-term welfare and recovery services during natural and other disasters under the *State Disaster Plan*. This involves providing food, clothing, advice, guidance and personal and financial support to affected people.

When requested, DoCS sets up evacuation centres where on-site staff help meet the immediate needs of people affected by disasters. Longer-term needs may be met by setting up recovery centres where people affected by disasters can get information, financial support, insurance advice and other specialist help.

During 2006/07, DoCS responded to 31 natural and other disasters across NSW providing \$1,020,214 in assistance to individuals. This included assistance to people who had been affected by emergencies in previous financial years but whose cases were finalised in this reporting year. It is not unusual for cases to take some time to finalise, especially where structural repairs are involved.

DoCS also provided \$613,008 to drought-affected families and individuals during the year, including \$20,000 for food hampers for drought-affected rural communities. More than half of the affected households that received drought assistance live in DoCS western region.

DoCS coordinates five non-government agencies to help provide disaster recovery services. They are:

- ❖ **Red Cross** – personal support
- ❖ **Salvation Army** – catering
- ❖ **St Vincent de Paul Society** – material and personal support
- ❖ **Adventist Disaster Relief Agency** – temporary accommodation
- ❖ **Anglicare** – general support.

More than 600 DoCS staff and volunteers attended eight training sessions in 2006/07. DoCS held these training sessions in conjunction with our community partners, with support from the National Emergency Volunteers Support Fund. The training

recognises the critical role played by volunteers in helping communities to recover from disasters such as bushfires, floods and storms.

DoCS also participated in a number of emergency management exercises, including:

- ❖ **Exercise Cumpston** – a national exercise for Pandemic Influenza (avian flu) involving the state, territory and Commonwealth governments in November 2006
- ❖ **Road Runner** – a series of exercises conducted by the State Emergency Management Committee to practice activating the Sydney Safety Sites as part of the Sydney CBD Emergency Sub Plan.

### NUMBER AND TYPE OF DISASTER RECOVERY SERVICES

Type of disaster	2006/07	2005/06	2004/05
Natural	23	26	21
Other	8	6	5
<b>Total</b>	<b>31</b>	<b>32</b>	<b>26</b>

### Significant events in NSW 2006/07

NSW experienced a number of bushfires during the past year, with a wide area of the state affected. While damage and loss of homes was small, there were six households that either lost their homes, or their homes became uninhabitable as a result of fire in the Camden and Oakville areas. DoCS provided \$96,000 in grants to affected families.

The Australian Government started to evacuate Australian nationals from Lebanon in July 2006, due to the conflict between Lebanon and Israel. DoCS coordinated welfare services to returning evacuees as they arrived at Sydney Airport. A total of 15 flights arrived in Sydney between 23 July and 5 August 2006, with 4,523 people arriving during that time.

Severe weather on 8 June 2007 resulted in strong winds and heavy rains in the Mid North Coast, Hunter and Sydney metropolitan regions. To assist local people, 16 evacuation centres were established over a four day period, with 1,500 people attending. Recovery centres were opened by DoCS in Newcastle, Wyong, Singleton and Cessnock, providing assistance to more than 3,000 people. DoCS also received more than 2,500 telephone calls for help.

### COOTAMUNDRA AND TEMORA SILO FIRES

A fire in a grain silo in Cootamundra resulted in the evacuation of 1,500 people from their homes on the afternoon of 12 January 2007. An evacuation centre was set up to support 717 local residents and 120 were placed in overnight accommodation. Residents were prevented from returning to their homes until 14 January 2007, when the local emergency management committee declared the area to be safe.

A silo fire also affected the community of Temora, with 70 residents evacuated as a precaution on 13 April 2007. All community partners provided support and residents were allowed to return to their homes on the same day.

Photo courtesy of the Cootamundra Herald



Recovery centres were opened by DoCS in Newcastle, Wyong, Singleton and Cessnock, providing assistance to more than 3,000 people.

## DISASTER RECOVERY SERVICES PROVIDED 2006/07

Location	Event type	Date
Redfern	Unit fire	July 2006
Sydney Airport	Repatriation – Lebanon	July 2006
Kyogle	Storm	August 2006
Eastern Suburbs	Storm	September 2006
Darling Harbour	School bus children illness	September 2006
Hawkesbury	Windstorm	September 2006
Hawkesbury	Bushfire	September 2006
Wollondilly	Bushfire	September 2006
South Coast	Windstorm	September 2006
Ulladulla	Bushfire	September 2006
Mt Rankin (Bathurst)	Bushfire	October 2006
Sydney Airport	Repatriation – Tonga	November 2006
Blue Mountains	Bushfire	November 2006
Molong	Bushfire	November 2006
Narrabri	Bushfire	November 2006
Coonabarabran	Bushfire	November 2006
Wellington	Bushfire	November 2006
Mudgee	Bushfire	November 2006
Tamworth	Hospital evacuation	December 2006
Armidale	Hailstorm	December 2006
Cootamundra	Silo fire	January 2007
Nyngan	Storm	January 2007
Thredbo	Bushfire	January 2007
Mt Kuringai	Bushfire	January 2007
Jacksons Bridge	Truck rollover	January 2007
Tumut	Bushfire	February 2007
Coonabarabran	Storm	February 2007
Trunkey Creek (Bathurst)	Flooding	February 2007
Temora	Silo fire	April 2007
Hunter and Central Coast	Storm	June 2007
Kiama	Storm	June 2007

## COMMUNITY DEVELOPMENT AND CAPACITY BUILDING<sup>9</sup>

### Result

Strong communities provide an environment for everyone, including families, children and young people, to reach their full potential

### Objectives

- ❖ Strengthen non-government organisations' capacity to ensure a viable and diverse system that can meet identified needs across NSW and all population groups
- ❖ Coordinate implementation of whole-of-government family and domestic violence initiatives including specific strategies to address violence against Aboriginal women and children
- ❖ Purchase services for families and individuals affected by domestic violence and/or drug and alcohol misuse

DoCS offers a number of services which promote family resilience, encourage community development and address common issues that can lead to family breakdown. These services range from youth initiatives and neighbourhood centres to supported playgroups and community leadership programs.

Some services are provided by DoCS while others are led by or funded in collaboration with non-government organisations or other government departments. A number of programs in this section involve multiple government agencies and the non-government sector who deliver programs and initiatives

linked to community development, strengthening families, engaging young people and reducing violence against women. These include Families NSW; Strengthening communities; the Area Assistance Scheme; Better Futures; the Aboriginal Child, Youth and Family Strategy; the NSW Strategy to Reduce Violence against Women; and Youth policy.

### Community Services Grants Program

The Community Services Grants Program (CSGP) is a funding program to improve the resilience and safety of disadvantaged children, young people, families and communities.

During the year the CSGP provided \$76.6 million to 933 projects operated by approximately 600 non-government organisations and local councils, including neighbourhood centres, family support services, community development projects, youth services and peak organisations.

These services focus on addressing the risks and crises that threaten to undermine the effective development of children and young people in NSW through strengthening families and improving the capacity of disadvantaged communities.

### CSGP SERVICES AND FUNDING

Program	2006/07		2005/06		2004/05	
	Services	Funding total (\$M)	Services	Funding total (\$M)	Services	Funding total (\$M)
Community development	435	26	454	25	455	25.6
Child protection and family and individual support	212	27.4	237	26.2	241	27.22
Youth services	283	22	303	20	309	19.76

Source: DoCS Performance Based Contracting.

<sup>9</sup> This was referred to as Universal Services in previous Annual Reports and the *DoCS Corporate Plan 2004/05 – 2008/09*, however has been amended to reflect the growth in programs and scope of work now undertaken by DoCS.

A review of the CSGP began in early 2007. The review includes:

- ❖ identifying results expected from the CSGP as a whole
- ❖ clearly defining the benefits obtained for children, young people, families and communities in need.

The review is being managed by DoCS and the CSGP Roundtable and is expected to be completed in October 2007.

A partnership with NSW Family Services Inc and the Local Community Services Association is piloting the development and focus testing of a results accountability framework in selected family support and neighbourhood centres. The results of these pilots will help inform the CSGP review in 2007/08.

## Alcohol and drug abuse

With a significant number of child protection reports to DoCS involving drug and alcohol issues, the prevention of drug and alcohol misuse is an important way to help families and keep children and young people safe from harm. DoCS works with services and programs to support families, communities and individuals affected by drug and alcohol use.

The Getting it Together scheme supports vulnerable young people who are not accessing conventional services. During the year, 12 Getting It Together services provided case management and support to more than 3,900 young people with problematic drug and alcohol use. An independent evaluation found that the program is highly successful in achieving good outcomes for those involved.

More than 170 young people participated in the Youth Drug and Alcohol Court during the year and were provided with assessment and case management by an interagency team which included DoCS. Twenty of these participants were also referred for accommodation and support services. This program deals intensively with a small group of offenders who would otherwise face a custodial sentence. It aims to reduce offending by delivering a holistic health, welfare and educational response to factors influencing the criminal behaviour, including drug and alcohol abuse.

The *Dual Diagnosis Kit* was reprinted in response to demand during 2006/07. It remains a valuable resource for community services workers working with families where a parent/carer has both a mental illness and drug and alcohol issues. More than 3,900 complete kits and 33,000 individual components of the kit were distributed.

Training on drug and alcohol issues was provided to 683 non-government workers to assist them to work with drug-affected young people and families. The *Family and Carer Training (FACT)* take home booklet for families affected by the drug and alcohol misuse of someone close was translated into six languages – Vietnamese, Turkish, Serbian, Croatian, Chinese and Arabic and distributed in November 2006.

The Aboriginal family and carers' resource, *No Shame No Blame*, was launched in February 2007. The project was a partnership between DoCS and NSW Health. The *No Shame No Blame* booklet provides information for Aboriginal families and carers who are affected by the drug or alcohol use of someone close.

## Cabramatta anti-drug strategy

The Cabramatta anti-drug strategy is a whole-of-government initiative coordinated by DoCS in collaboration with NSW Police, the Department of Education and Training, the Community Relations Commission For a Multicultural NSW, NSW Health, Attorney-General's Department and Fairfield City Council.

2006 marked the sixth and final year of the strategy, which was established to address drug and crime issues in the locality.

Co-located with police, the Cabramatta Street Team assists youth, the homeless and drug-affected people to access drug and alcohol treatment services and accommodation. An independent evaluation of the Cabramatta Street Team found that it provides a high quality, client-centred, flexible service which is achieving positive outcomes and improvements in the local community.

Between July 2001 and December 2006, the team had helped 2,580 clients involving a total of 10,970 contacts. A significant proportion of these were in the 10-16 years age group.

Bureau of Crime Statistics and Research trend data over the five years 2002 – 2006 show that crime in the area has dropped by up to 24 per cent a year in certain categories. The most significant declines have been in break and enter, stealing from people and homes, and robbery with a weapon.

## Violence against women

Violence inside and outside the family is a major issue in NSW that affects women and children in particular. It has great human and economic costs. Abuse, assaults and fear of them can cause family breakdown. More than a quarter of all reports to DoCS Helpline concern children at risk of harm because of domestic violence.

DoCS statewide Domestic Violence Line – 1800 65 64 63 – is a toll free 24-hour, seven-days-a-week telephone counselling and referral service. Caseworkers help people work towards stopping domestic violence, minimising the risk and increasing their safety. Domestic Violence Line staff work with DoCS Helpline where children are in danger or at risk of harm in violent family situations.

The Domestic Violence Line received more than 23,000 calls in 2006/07. The majority of these involved verbal, psychological and physical violence. More than 5,800 calls involved more than 12,200 children in the affected households.

In November 2006, DoCS Violence against Women Specialist Unit coordinated a statewide campaign *16 Days of Activism to Stop Violence against Women 2006* with the theme of 'Lets Protect the Rights

## CALLS TO DOCS DOMESTIC VIOLENCE LINE BY ISSUE REPORTED

Type	2006/07	2005/06	2004/05
Physical	6,060	5,096	5,944
Verbal	8,623	7,284	8,442
Sexual	1,233	842	986
Psychological	7,379	6,564	7,768
Social	3,092	2,666	2,538
Economic	2,194	1,822	2,133

Note: Calls are those recorded in SPSS only. Not all calls answered have been recorded in SPSS system – data has been lost through technical issues.

Source: Domestic Violence Line Database, DoCS Information and Reporting.

of Women and Children to Safety'. Awards acknowledging excellence in preventing violence against women were given to eleven recipients by the NSW Premier.

More than 100 activities were held as part of the campaign and DoCS produced a number of resources including a 'Men Can Help Stop Violence Against Women' poster featuring White Ribbon Day Ambassadors Kosta Tszuyu, Pete Murray, Warren Mundine and Adam Spencer; and a 'Safe and Strong Families Calendar 2007' launched on NSW Stop Domestic Violence Day.

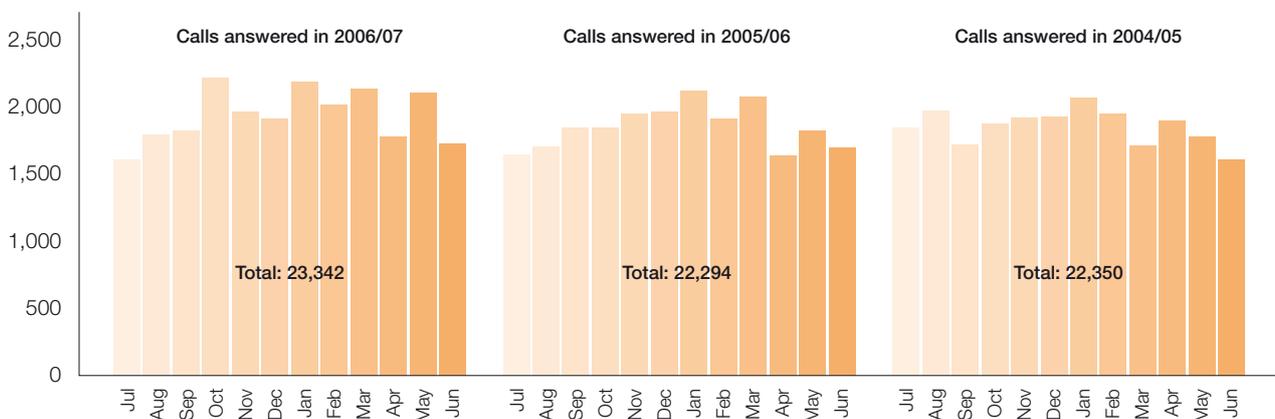
DoCS also produced other prevention resources to address domestic violence, including *The Little Black Book for Strong Black Women* – a diary about walking away from

violence and an update of the brochure *Want to stay home and have the violence leave?*

Delivery of the youth component of the Indigenous family violence partnership projects has begun in five separate locations in rural and remote areas of NSW. Indigenous family violence partnership projects are being developed in partnership with Aboriginal communities, local agencies and the Australian Government. They aim to prevent family and domestic violence by promoting messages about healthy and non-violent relationships and by improving access to the legal system for Aboriginal women experiencing violence.

Other domestic violence initiatives are outlined in Appendix 4 under our progress implementing the NSW Government Commitment to Women.

## DOMESTIC VIOLENCE LINE CALLS ANSWERED 2006/07



Notes: 1 Calls are those recorded in SPSS only. Not all calls answered have been recorded in SPSS system – data has been lost through technical issues.

2 The number of calls answered in October 2006 includes a large number of calls classified as hang up/nuisance linked to one caller.

Source: Domestic Violence Line Database, DoCS Information and Reporting.

## Families NSW

Families NSW (formerly known as Families First<sup>10</sup>) is a whole-of-government initiative that supports all families with young children up to eight years of age by investing in prevention and early intervention strategies to give children the best possible start in life.

It helps children through home visiting, transition to school programs, supported playgroups, volunteer home visiting and family worker support services.

Families NSW is delivered jointly by five NSW Government agencies – DoCS, NSW Health, Department of Education and Training, Department of Housing, and the Department of Ageing, Disability and Home Care.

As at June 2007, the total expenditure for Families NSW across the five

partner agencies since its inception in 1998 was \$193.2 million.

Throughout the 2006/07 year, Families NSW funded more than 370 projects to the value of over \$23.7 million to provide projects and initiatives for families with children aged 0-8 years. These included:

- ❖ 64 specialist and general family worker projects to help parents gain confidence in their parenting skills and teach them skills to help their child's development
- ❖ 78 supported playgroups led by trained early childhood professionals who understand child development and appropriate developmental milestones. Parents bring their child to playgroup, interact with other parents and strengthen their parenting skills

- ❖ 43 volunteer home visiting services, where trained and experienced parents help families at home or in special parent groups. Volunteers give their time each week to assist families with young children, giving practical support and advice and linking with services.

In 2007, the NSW Government endorsed a \$12.5 million budget enhancement for Families NSW to introduce and expand initiatives from 2007-2011 including:

- ❖ statewide implementation of the Positive Parenting Program (Triple P)
- ❖ expansion of Safe Start screening for pregnant women at risk of postnatal depression
- ❖ provision of parenting information for all parents following the birth of their baby.

## LET'S READ TOGETHER

Parents in Sydney's inner west are helping to build their child's literacy skills through the Let's Read Together project.

Let's Read Together provides books and information to families with young children to encourage parents to read to their children every night. Reading encourages positive interaction between parents and children and develops early literacy skills.

The project, funded under the NSW Government's Families NSW program, is a partnership between inner west Schools as Community Centres, local libraries, local supported playgroups and involvement with Early Childhood Health. Parents from culturally and linguistically diverse backgrounds are also being targeted within this program and are encouraged to read to their children using books and literacy in their first language.

Approximately 10,000 Let's Read Kits have been developed for distribution so far.



10 Name changed in March 2007.

### Aboriginal Child, Youth and Family Strategy

The Aboriginal Child, Youth and Family Strategy works to create better coordination and targeting of existing resources to ensure mainstream services meet the needs of Aboriginal people. The strategy seeks to empower Aboriginal communities to find solutions and work in partnership with Government to resolve issues.

In 2006/07, the total budget for the strategy was more than \$4 million. Funding was provided to Aboriginal parenting programs, school/high school transition programs, supported playgroups, youth development programs, school holiday programs, homework learning centres and the employment of Aboriginal family workers and youth development officers.

### Better Futures

The Better Futures program aims to reduce risk, reinforce protective behaviours and create opportunities for vulnerable young people aged nine to 18 years to achieve successful futures. Services focus primarily on youth participation, keeping young people in school, improving educational outcomes and building young people's resilience to make a safe transition to adulthood.

This year, Better Futures' total budget was \$4.4 million. Funding was provided to projects which worked with young people across NSW, such as local Youth Week activities.

The Aboriginal parenting strategy is an initiative of the Aboriginal Child, Youth and Family Strategy. It involves the development of books that provide Aboriginal families and family workers with easy to read material on child development issues. Local Aboriginal advisory groups are responsible for designing the content, text, language and art work for the books.

During 2006/07, three books were developed: *Growing Up Strong Guring* in the inner west of Sydney; *Bubaa Ngambaa Gaayli – Father Mother Child* in the New England region, and *Darkinyung Yada Gudjagang – Strong Healthy Kids* on the Central Coast. More books will be released in other regions during 2007/08.





### Youth initiatives

DoCS provides a range of funding for youth services and programs under the Supported Accommodation Assistance Program, the Community Services Grants Program, Better Futures, the Aboriginal Child, Youth and Family Strategy, Getting it Together scheme projects, and the Youth Drug and Alcohol Court program.

### Youth policy

The views and concerns of young people in NSW were sought by the NSW Premier and incorporated in a plan for the future. The *NSW Youth Action Plan, the way forward: supporting young people in NSW* was released in December 2006. The *NSW Youth Action Plan* supports the State Plan which was released in November 2006 (see page 7).

The *NSW Youth Action Plan* aims to give young people opportunities to reach their full potential, now and in the future. The plan gives an overview of mainstream and youth-specific supports that the NSW Government provides and the actions proposed for the next four years.

### Youth Week

Youth Week 2007 was held from 14-22 April with the theme 'Launch Yourself'. Youth Week provides young people throughout NSW, no matter where they live, with an opportunity to participate. It is organised by young people for young people in local communities.

This year, around 3,500 young people were involved in planning, organising and managing more than 1,000 local events and activities. Almost 190,000 young people participated in these activities and events. Every local council in NSW received funding for Youth Week.

### Youth Advisory Council

The NSW Youth Advisory Council advises the Government on matters of concern to young people and policies and programs concerning young people. The Council is made up of twelve members aged between 12-25 years appointed by the Minister for Youth. It provides a communication channel between the community and the Government and holds consultations with young people and community groups on issues of interest to young people.

The Department of Community Services provides secretariat support to the Council.

### Youth Week 2007

Youth Week 2007 was action-packed with events going on all over the state.

Some highlights were the youth stage at the Royal Easter Show and YouthRock – a state-wide school based band competition where young people showcase their talents to music industry professionals.

ReachOut! created an online forum, digital stories and a podcast to encourage young people with a mental illness to participate in Youth Week.

Three design competitions were held for a poster, temporary tattoo and the NSW Youth Week website.

### Strengthening communities Area Assistance Scheme

Building the strength of communities is crucial to DoCS activities. It involves building the capacity of communities to address the issues and challenges they face. Major areas of work include building an evidence base for community development and using this to guide the planning of services, community leadership development and community capacity building.

The Pay It Forward Community Leadership Program was run for a second time during 2006/07. Twenty-nine community leaders from across NSW, primarily representatives from the non-government sector, participated in the six-day program. Fifty per cent of participants were from rural and regional locations. Participants say that the program has had a positive impact on their community leadership skills, confidence in dealing with major community issues, attitudes to community leadership and leadership behaviours.

Four Grantseeker workshops were held for community organisations in Dubbo, Bathurst, Gosford and Wollongong in partnership with Philanthropy Australia. The workshops help to build the capacity of the non-government sector by providing information on how they can source and apply for funding from philanthropic trusts and foundations.

DoCS Area Assistance Scheme (AAS) provides grants to community organisations for projects that improve community infrastructure and encourage stronger communities. Local councils are also eligible for funding and some sponsor projects on behalf of unincorporated community organisations.

AAS funding is available in regions experiencing rapid urban growth – specifically western Sydney, Macarthur, Hunter, Central Coast, Illawarra and the North Coast.

During 2006/07, the Area Assistance Scheme funded 183 projects to the value of \$8.9 million. Funding was provided for projects that would improve community safety, develop stronger communities or would increase community partnerships.

For a full list of projects funded under these programs please see the list of funded services on page 168.

# 02 Helping children and families

Prevention and early intervention



# 02 Helping children and families

## Prevention and early intervention



Prevention and early intervention strategies provide targeted support to vulnerable children and families to prevent them from entering or escalating in the child protection system.

Services like home visiting, supported playgroups and access to childcare can all help families who have young children and who face specific problems such as domestic violence, drug or alcohol misuse, mental health issues, lack of support, parental learning difficulties or intellectual disability, or child behaviour management problems.

DoCS early intervention program also promotes healthy childhood development through access to quality early childhood education and support programs which promote strong and well-supported families.

DoCS uses a strengths-based approach to help recognise that parents already have skills and expertise when it comes to understanding what works for their families.

An important goal of prevention and early intervention is to build family resilience by increasing the effect of protective behaviours to outweigh the risk factors. Prevention and early intervention strategies complement the programs to strengthen families and communities outlined in Section 1.

### CHILDREN'S SERVICES

#### Result

Children's developmental outcomes are enhanced in a safe, well-regulated environment

#### Objectives

- ❖ Provide a framework which encourages the delivery of quality children's services in NSW
- ❖ Ensure an adequate number of places in high quality children's services are available for children of families from early intervention programs, to support early healthy child development

Children's services contribute to children having a good start in life. They can help prevent problems in families by detecting them early and providing programs which encourage child development, and can help with behavioural problems.

DoCS is responsible for the regulation and licensing of children's services in NSW, including preschools, childcare, occasional care, mobile services and multipurpose centres. DoCS also funds 1,619 children's services providers, resourcing agencies with more than \$113 million and supporting children with additional needs in accessing early childhood education.

Licensed services can either be centre-based or mobile, providing long day care, preschool or occasional care or a combination of these. Licensed family day care and home-based care services are provided in a carer's own home.

During the year, DoCS Children's Services Directorate was created to expand on the work of the former Office of Child Care, with new responsibilities for the regulation of out of school hours care services, driving major reforms to children's services – including the introduction of centralised licensing – and the implementation of the Preschool Investment and Reform Plan.

The new Children's Services Directorate provides strong and focused leadership for children's services and better coordination so that regulation, policy, legislation and enforcement all contribute to a strong, viable and compliant sector.

By July 2007, a total of 3,341 licensed childcare services were regulated and/or funded by DoCS to deliver early childhood education and support in settings that are safe, well-regulated and provide positive experiences for babies and young children.



During the year an estimated 146,120 places per day were available in licensed childcare services across NSW. The availability of places per day has grown by 19.1 per cent during the past five years from just 122,735 in 2002/03. This growth is primarily in centre-based services.

During the year an estimated 46,008 places per day were funded by DoCS.

DoCS helped reduce fees for 10,843 children from families with low incomes.

### Improving children's services

In 2006/07 DoCS continued with its major program of reform to improve the consistency and effectiveness of the regulation and funding of children's services in NSW.

New and revised funding policy, administrative guidelines and transitional arrangements were developed to support changes to the way children's services are licensed and regulated.

One of the key aspects of the children's services reform is the establishment of a new centralised licensing approach at DoCS – introduced for licensees with more than 20 services (which accounts for 15 per cent of all services) on 2 April 2007.

DoCS held consultation and briefing sessions to help explain the changes to services as well as publishing a newsletter (*Building Blocks*) detailing the reforms.

The centralised system provides a faster and more streamlined approach to applying for a licence and should be introduced across NSW in 2008.

DoCS Children's Services Directorate now manages all enquiries about regulatory requirements, application forms and any other matters related to licensing. DoCS children's services advisers continue to visit services and conduct compliance activities.

There are new, simpler forms available on the DoCS website which can be used by anyone applying for a new licence or changing their existing

licence. There are also new guides to assist services in completing these forms, including an optional self-evaluation report to assist service providers in assessing compliance with the regulation.

Other work completed under the children's services reform program includes development of a strategic monitoring and compliance framework for children's services and the establishment of the Enforcement and Prosecutions Team to develop and deliver high quality monitoring and investigation strategies.

This team will undertake complex investigations for serious and major breaches of children's services legislation and prepare cases for prosecution.

## REFORMS TO CHILDREN'S SERVICES IN NSW

- ❖ Centralised licensing of children's services
- ❖ Streamlined processes and paperwork for all licence applications
- ❖ More preschool places under the \$85 million Preschool Investment and Reform Plan
- ❖ Registration and licensing of out of school hours care from July 2007
- ❖ Licensing of school-based preschools from 2008
- ❖ New resources and a strengthened focus on compliance, enforcement and prosecutions.

### Outside school hours care

All out of school hours care services in NSW are now required to register with DoCS under the *Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007*, which came into effect on 23 February 2007.

By July 2007 DoCS had registered 862 outside school hours services. It is anticipated that once all applications have been processed, there will be more than 2,000 registered services in NSW caring for approximately 50,000 children per year.

The information collected via the new registration process will be used to develop regulations for the sector, with reference to the approaches taken by other Australian jurisdictions and the *National Standards for Outside School Hours Care*.

A dedicated toll free number has been set up (1800 155 633) to deal with enquiries from out of school hours services. The new regulatory system will further strengthen the already high standards of the sector.

### School-based preschools

Licensing of school-based preschools will begin from July 2008 for more than 200 Department of Education and Training and non-government preschools. The aim of regulating these services for the first time is to ensure that all families are provided with a consistent quality of early childhood education and care.

DoCS has also established a cross-sectoral working group to assist with the development of an integrated approach for preschool services in NSW, in collaboration with the Department of Education and Training and the non-government schools sector.

### Preschool Investment and Reform Plan

Participation in quality preschool programs helps children become school ready by developing the foundation skills for literacy and numeracy and enhancing children's social, emotional, physical and cognitive development.

The Preschool Investment and Reform Plan (PIRP), announced in May 2006 by the NSW Government, provides \$85.5 million over four years to strengthen the community-based preschool sector in NSW.

During the year, DoCS completed the roll-out of \$17.6 million (\$8.8 million for 2006/07 and 2007/08) in viability funding, helping 539 children's services to build capacity and make them financially stronger and more affordable for parents.

Applications for this funding closed on 30 October 2006. During the application period, the 'Frequently Asked Questions' section of the Department's website received a total of 1,300 'hits' and the 1800 information line received 1,500 inquiries. Advertisements were placed in newspapers on 20 September 2006 and in DoCS stakeholder newsletter, *Inside Out*.

More than 400 people attended seven information sessions held by DoCS in Goulburn, Wagga Wagga, Sydney, Liverpool, Lismore and Dubbo where two information sessions were held, including one at an Aboriginal Early Childhood Conference.

The PIRP aims to expand and support services to meet demand and improve access and affordability, especially for disadvantaged families. DoCS is developing processes to roll out an additional \$21 million a year from 2008/09 to provide preschool opportunities to an extra 10,500 children in the year prior to school.

Over time, this investment will bring levels of attendance at preschool programs in NSW to 95 per cent and give every four-year-old in NSW access to a quality preschool program two days a week.

During the year, DoCS completed the roll-out of \$17.6 million in viability funding, helping 539 children's services to build capacity and make them financially stronger and more affordable for parents.

## FUNDED CHILDREN'S SERVICES

Services	2006/07		2005/06		2004/05		2003/04	
	Number	%	Number	%	Number	%	Number	%
Centre-based services	1,226	75.7	1,239	75.5	1,254	75.4	1,268	75.5
Mobile services*	67	4.1	66	4.0	65	3.9	63	3.8
Vacation care**	249	15.4	258	15.7	265	15.9	274	16.3
Early childhood services**	77	4.8	78	4.8	79	4.8	75	4.5
<b>Total</b>	<b>1,619</b>	<b>100</b>	<b>1,641</b>	<b>100</b>	<b>1,663</b>	<b>100</b>	<b>1,680</b>	<b>100</b>
Estimated total licensed/ funded capacity (places per day)	46,008		46,132		46,319		46,340	

\* Mobile services include licensed mobile preschools and funded only mobile services, that are not recorded on the system as having a licensed capacity.

\*\* These services are not recorded on the system as having a licensed capacity.

Note: Counting rules revised in 2005/06 to eliminate potential double counting of services.

Source: Children's Services Information System annual statistical extract, produced by DoCS Information & Reporting.

## LICENSED CHILDREN'S SERVICES

Services	2006/07		2005/06		2004/05		2003/04	
	Number	%	Number	%	Number	%	Number	%
Family day care	108	3.2	108	3.3	108	3.4	109	3.5
Home-based services	131	3.9	136	4.2	152	4.8	164	5.3
Mobile services	12	0.4	12	0.4	12	0.4	13	0.4
Centre-based services	1,818	54.4	1,695	52.4	1,601	50.4	1,507	48.5
Funded centre-based services	1,226	36.7	1,239	38.3	1,254	39.5	1,268	40.8
Funded mobile services	46	1.4	46	1.4	47	1.5	44	1.4
<b>Total</b>	<b>3,341</b>	<b>100</b>	<b>3,236</b>	<b>100</b>	<b>3,174</b>	<b>100</b>	<b>3,105</b>	<b>100</b>
Estimated total licensed capacity (places per day)	146,120		138,648		133,217		128,302	

Source: Children's Services Information System annual statistical extract, DoCS Information & Reporting.



**Supporting children with additional needs**

The Supporting Children with Additional Needs (SCAN) scheme helps to give children with additional needs equal access to funded licensed children's services and activities.

In 2006/07, DoCS provided \$11.4 million for SCAN projects ranging from providing further funding for travel to specialist services, training for

childcare workers and the employment of support workers.

Through SCAN, DoCS provides access to children's services for children with special needs, including children of Aboriginal descent, children from culturally and linguistically diverse backgrounds and children with an identified disability.

DoCS is working to improve regional funding, data collection and the

guidelines for identifying support needs as recommended in the 2005 evaluation of the scheme.

In addition to the SCAN scheme, a range of DoCS-funded services also target Aboriginal children's health and wellbeing. These include initiatives through Families NSW, such as transition to school programs and supported playgroups.

**CHILDREN AGED 0-5 YEARS IN NSW ACCESSING FUNDED LICENSED CHILDREN'S SERVICES**

All children	2006/07	2005/06	2004/05	2003/04
Number of children aged 0-5 years attending funded licensed children services in NSW	68,859	69,691	66,748	70,027
Total NSW population aged 0-5 years	506,087	513,044	514,492	520,514
<b>% of children aged 0-5 years in NSW accessing funded licensed children's services</b>	<b>13.6%</b>	<b>18.0%</b>	<b>13.6%</b>	<b>12.7%</b>
<b>Indigenous children</b>				
Number of Indigenous children aged 0-5 years attending funded licensed children services in NSW	3,161	2,939	2,877	3,561
Total NSW Indigenous population aged 0-5 years	20,755	19,335	19,335	19,335
<b>% of Indigenous children aged 0-5 years in NSW accessing funded licensed children's services</b>	<b>15.2%</b>	<b>15.2%</b>	<b>14.9%</b>	<b>18.4%</b>
<b>Culturally and Linguistically Diverse (CALD) children</b>				
Number of CALD children aged 0-5 years, attending funded licensed children services in NSW	11,574	12,092	10,904	9,825
Total NSW CALD population aged 0-5 years	113,318	113,318	113,318	113,318
<b>% of CALD children aged 0-5 years in NSW accessing funded licensed children's services</b>	<b>10.2%</b>	<b>10.7%</b>	<b>9.6%</b>	<b>8.7%</b>

Note: DoCS information relates to children aged 0-5 years attending funded licensed children's services during one survey week in September each year.  
Source: Children's Service Information System annual statistical extract, DoCS Information & Reporting  
Australian Bureau of Statistics (ABS) Population by Age and Sex, Australian States and Territories Cat. No. 3201.0, June 2005.

**NUMBER OF CHILDREN WITH SPECIAL NEEDS ACCESSING FUNDED LICENSED CHILDREN'S SERVICES DURING ONE SURVEY WEEK IN SEPTEMBER 2006**

	Number
Number of children from special needs group*	
❖ Indigenous Australian children	3,161
❖ Children from a culturally and linguistically diverse (CALD) background	11,574
❖ Children with a disability	5,429

\* These categories are not mutually exclusive.  
Source: Children's Services Information System annual statistical extract, DoCS Information & Reporting.

## Policy development

DoCS continued to implement the Early Childhood Teacher Interim Policy, following revisions to this policy in March 2006. Under the policy, services that have tried unsuccessfully to recruit a qualified Early Childhood Teacher may employ people who are studying towards that qualification, provided the students are adequately supported by the services.

Following an independent review of the NSW Children's Services Qualifications Assessment Committee's role and functions, a new process for the assessment of qualifications was developed to take effect from 1 July 2006. DoCS has administered this process and sought advice from independent experts in children's services education and training.

DoCS is also working with the sector to improve the quality and quantity of the children's services workforce in NSW.

In September 2006, the Minister for Community Services received a final report from a cross-sector taskforce of children's peak services on strategies to enable a sustainable move to a 1:4 staff to child ratio for children under two years.

While the taskforce did not reach agreement about the likely impact of such a move, the report indicated some services are already operating at this ratio. It also indicated that a possible 1,000 places across 259 services may be affected by moving to a 1:4 ratio and that there would be an impact on the affordability of 0-2 childcare places.

DoCS is exploring further research to assess the costs and benefits of changing the ratio of staff to children under two years from 1:5 to 1:4.

## Research

The Childcare Choices Longitudinal (Extension) Study is being undertaken by Macquarie University's Institute of Early Childhood and funded by



DoCS. Built on previous research in childcare, the study started in 2004 and examines the factors related to children's development of cognitive and social skills in the context of family and childcare, as well as the factors related to a child's successful transition from childcare to school.

This project includes research on childcare choices of Aboriginal families across NSW which will assist in policy decisions about children's services for Aboriginal families.

Some early findings from the study show that longer hours in care may benefit some children, enhancing their positive interactions with peers, while other children find it harder to cope when experiencing longer hours of childcare. However, the ability of the family environment to support children's learning of positive social skills is critical to their social functioning both within the family and in broader social contexts.

The first longitudinal data analysis is underway, with the final wave of data collection to be completed by November 2007.

## Looking forward

DoCS will review funding service specifications for all projects funded under children's services in 2007/08 and review funding to mobile play session services.

The Children's Services Program will be incorporated into the funding reform directions that have started with other funding programs. DoCS is reviewing the current Annual Service Plan and Reporting Document to streamline the way data and information about services is collected.

This is an interim approach until a performance management framework is introduced in children's services in 2007/08. DoCS will also develop a set of accountability tools that align with this framework.

## EARLY INTERVENTION

### Result

Client children are supported so that they have age appropriate development without ongoing involvement in the child protection system

### Objectives

- ❖ Intervene as early as possible to strengthen families and provide access to quality childcare so at-risk children have optimal development
- ❖ In conjunction with our partners, plan and fund services that provide a range of appropriate support options for vulnerable families
- ❖ Reduce re-reporting by addressing problems earlier
- ❖ Establish a robust evaluation framework and adapt the program to respond to what we learn as it is implemented

Without intervention for children who are reported to DoCS as being at risk of harm, problems often become further entrenched, hampering their life chances and creating an unsustainable demand on resources.

As part of the \$1.2 billion enhancement package over five full years, DoCS is developing early intervention and support services for vulnerable children and families who are at risk of escalating in the child protection system.

One of the major initiatives under DoCS reform agenda is the development of Brighter Futures, DoCS early intervention program.

### Brighter Futures early intervention program

Brighter Futures can stop problems from getting worse and help parents give their children a good start in life. Parents choose to join the program and are able to leave at any time.

Brighter Futures is a partnership between DoCS and non-government agencies offering intensive support to vulnerable families, focusing on families' needs to address the wide range of factors that can contribute to poor outcomes for children and young people.

After joining the program parents are able to talk with an early intervention worker about what is working well for their family and what is not. With the worker, parents are then able to plan for the services that would best support their family, including home visiting, parenting groups and quality children's services.

These services aim to help prevent problems from escalating and parents are encouraged to participate in all decisions about the types of services provided to them.

As part of this program, \$150 million over five years has been dedicated to planning and funding frontline services to provide new targeted early intervention options. The majority of the budget, some \$130 million, will fund 14 Brighter Futures lead agencies and more than 430 partner services over a three-year period to help families struggling to cope.

The majority of referrals to the program (80 per cent) come from child protection reports or requests for assistance to the DoCS Helpline, while the remaining 20 per cent come directly from community agencies.

Families with a child under eight years are eligible to receive support under the program where they are experiencing problems with:

- ❖ parental drug or alcohol misuse
- ❖ parental mental health issues
- ❖ domestic violence
- ❖ social isolation
- ❖ child behaviour management issues
- ❖ a parent with an intellectual disability or significant learning difficulties.

At June 2007 there were 26 DoCS community services centres (CSCs) with operational Brighter Futures teams. It is anticipated that teams will operate in every CSC by June 2008. DoCS caseworkers will have access to over \$4.4 million in annual brokerage funds to provide additional services for families.

During the year, a total of 34 Brighter Futures projects were funded to deliver case management, home visiting, parenting programs and quality children's services to participating families. The program includes:

- ❖ \$3.5 million in one-off establishment funds to help set up the projects
- ❖ \$39.8 million in renewable funding to the 14 lead agencies working with more than 430 community partners across NSW

- ❖ case management by lead agencies for more than 2,700 families – this includes more than 630 places for Indigenous families and over 330 places for culturally and linguistically diverse families
- ❖ provision for more than 4,300 children to receive two days per week in quality children's services
- ❖ provision for over 6,000 individual parents to participate in parenting programs.

By June 2007, 24 of the Brighter Futures projects were accepting referrals from DoCS. The remainder are expected to accept referrals by December 2007.

### Working in partnership

A key feature of the Brighter Futures program is that families can access the full range of services and supports they require through one entry point – which is either the DoCS early intervention team or one of the lead agencies (non-government organisations now delivering the program).

This central coordination promotes efficient and consistent service provision and reduces complexity for families.

During the year, DoCS worked closely with 14 lead agencies across NSW to establish services using a performance-based contracting

framework. Lead agencies and partner services meet regularly with local DoCS teams to coordinate services and develop the program.

Partnership with non-government organisations enables DoCS to increase the range and quality of services available to families participating in the program and increase service system capacity. The Brighter Futures partnerships also promote shared learning and problem solving.

Staff from DoCS and the 14 lead agencies it funds to deliver early intervention services came together in December 2006 for DoCS first Brighter Futures conference to build partnerships and explore strategic directions. The conference featured a diverse range of seminars on topics such as dual diagnosis issues and provided a valuable networking opportunity for caseworkers.

### Caseworker recruitment

All families have a caseworker who matches family members with appropriate supports and services and provides parenting and child development advice. Early reports confirm that providing families with these supports and services, before problems worsen or become entrenched, reduces the likelihood of families becoming the subject of more formal child protection measures.

One of the challenges for the Brighter Futures program has been recruitment of casework staff, and in particular Aboriginal and Torres Strait Islander casework staff. There is a large demand for skilled caseworkers and only a limited supply.

Coordination of the new funded services and their partner agencies to deliver the program, alongside the recruitment of early intervention caseworkers, has continued to be a challenge, with both sectors having difficulties recruiting staff and locating suitable premises from which to work.

During the year, 100 early intervention caseworker positions were created and 59 were filled. The program will see the establishment of 350 new early intervention caseworker positions by 2008.

### Evaluating Brighter Futures

The program is being independently evaluated over five years by a consortium led by the Social Policy Research Centre at the University of NSW. The \$1.5 million evaluation will focus on continual improvement and include analysis of quantitative and cost data, site visits and in-depth studies of defined groups of participants in the Brighter Futures program. The results of the evaluation will seek to quantify the financial and human returns from this important social investment.

## PARENTS AS TEACHERS

The Parents as Teachers (PAT) early intervention home visiting program offers caseworkers a highly structured approach to parent education which helps them better support parents in promoting child development on a day-to-day basis.

DoCS Brighter Futures caseworkers will be trained in PAT over the next three years, starting from July 2007.

PAT helps DoCS in providing parents with child development knowledge and parenting support from pregnancy to when the child is three years old through detailed information and instruction about stage by stage child development and growth.

### Policy development

The Department reviewed and enhanced the *Brighter Futures Caseworker Manual* for DoCS staff and the *Brighter Futures Service Provision Guidelines* for lead agencies in April 2007 and placed these guidelines on the internet. The revised caseworker manual provides guidance and procedures specifically for DoCS staff and supports caseworkers entering information and data onto KiDS, the Department's electronic system for keeping client records.

In April 2007 DoCS introduced a new version of KiDS to allow early intervention staff to record their casework on KiDS.

The first case plan review in early intervention took place in May 2007. Several recommendations for improving DoCS early intervention practice assessment and case planning, KiDS systems and training were made from this review.

An abridged version of the caseworker manual is available on the DoCS website to provide policy and practice information for stakeholders delivering early intervention services and the public.

All DoCS early intervention caseworkers use the new Family Strengths and Needs Assessment (FSNA) tool to assess a family's individual strengths and needs and to identify service needs and priorities. DoCS is working to integrate this caseworker tool with KiDS (Release E).

## GIVING PENNY AND HER KIDS A BRIGHTER FUTURE

The DoCS Helpline received a number of reports about Penny and her four children – Tommy (12), Sarah (9), Bradley (5) and Hayley (10 months)\* – who had been living at a caravan park in northern NSW for four years. Harry, the children's father, didn't live with them but remained very involved with family life.

Bradley's teacher had made a report about the irregular school attendance of the older children.

Penny and Harry joined the DoCS Brighter Futures early intervention program when it was offered. An assessment identified the areas in which the family was doing well and where they could use some extra help.

During the next 18 months, the Brighter Futures caseworker provided support and helped the family access services to make the changes they wanted for better housing and to help address the children's defiant behaviour.

The family started to attend a parenting program, the older children joined after school activities and a volunteer home visitor provided assistance with baby Hayley.

Attending the parenting program helped Penny and Harry understand that children need lots of praise and encouragement and age appropriate responsibility. Tommy, Sarah and Bradley enjoyed the after school activities with children of their own age. This helped them form friendships with children their own age at their school which encouraged them to attend school regularly and achieve better marks.

The caseworker helped the family find suitable Department of Housing accommodation in a safe neighbourhood – away from some of the influences that could have derailed the family's plan.

Overall, their involvement in Brighter Futures helped the children achieve more at school and form friendships that had a good influence on their attendance and choice of friends. Better marks at school means a better attitude to life and a sense that they can achieve things.

Baby Hayley has benefited by settling into a routine that is predictable, with both parents reading to her and her older siblings on a regular basis – helping them improve their own reading and understanding. This also provides a way for the family to get together over an enjoyable activity rather than something where it ends in tears.

Putting in place supports for the family has helped Penny and Harry find space to focus on their children and their role as parents, giving the whole family a much brighter future.

\* names changed

# 03 Keeping children safe

Statutory child protection



# 03 Keeping children safe

## Statutory child protection



DoCS responds to reports of child abuse and neglect and requests for assistance in NSW.

Reports to DoCS 24-hour Helpline can be made by members of the community or mandatory reporters such as teachers, health workers or police.

DoCS must first assess whether a report involves an immediate safety threat or other risk of harm. If so, DoCS must then assess immediate safety issues, determine the level of risk to the child and decide what should be done to reduce the risk.

There continues to be an enormous increase in the number of child protection reports, with 286,033 reports received this year compared to 241,003 last year.

DoCS aim is to stem this demand by taking a prevention and early intervention approach. Support to vulnerable families can keep them from entering or escalating in the child protection system. Initiatives that support and strengthen families are delivered through programs outlined in the earlier sections.

### STATUTORY CHILD PROTECTION

#### Result

Client children and young people and their siblings are safe following intervention

#### Objectives

- ❖ Ensure that DoCS establishes and maintains systems to capture, record and reliably assess reports of child abuse and neglect
- ❖ Provide interventions appropriate to the assessed risk of harm
- ❖ Work to ensure that children and young people who have received an intervention have a reduced rate of substantiation, and where re-substantiation occurs, it is at a reduced level of harm or risk
- ❖ Attain better quality interventions for clients of the child protection system by ensuring interagency collaboration in justice, health, education and community services

#### Demand for child protection services in NSW

Child protection reports to DoCS continue to increase (286,033 in 2006/07). Aboriginal children and children under one year old continue to be over represented and children who enter care are spending longer there. Domestic violence, alcohol and drug abuse are key risk factors identified in reports.

In response to the increasing rate of reported child abuse and neglect, planning began during the year for a major review of the NSW child protection system. The review aims to increase the efficiency with which reports are handled and improve the effectiveness of our interventions for children, young people and families.

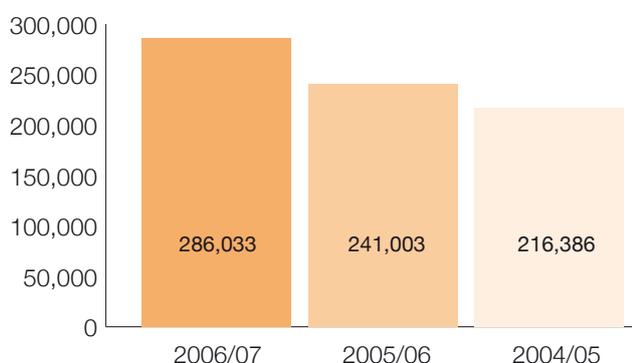
The child protection reform project is one of DoCS key priorities for the coming year, as well as part of the *NSW Government State Plan*. It is anticipated that significant changes will be recommended to the current child protection system as a result.

## CHILDREN AND YOUNG PEOPLE SUBJECT OF A REPORT

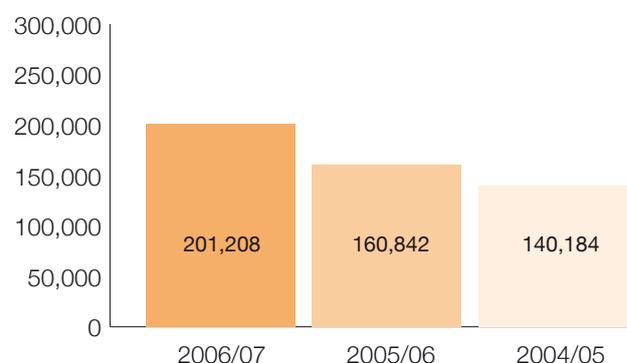
	2006/07	2005/06	2004/05
Rate per 1,000 of children and young people who were subject of a report	78.8	68.8	64.1
Rate per 1,000 of children and young people who were subject of a report requiring further assessment	65.1	54.8	50.1

Source: CIS and KIDS statistical extracts, CIW, ABS ERP NSW, ABS Census. Produced by DoCS Information and Reporting.

### NUMBER OF CHILD PROTECTION REPORTS



### NUMBER OF CHILD PROTECTION REPORTS REFERRED TO CSC/JIRT FOR FURTHER ASSESSMENT



Source: CIS and KIDS statistical extracts, CIW. Prepared by DoCS Information and Reporting.

### Intake and assessment

The Helpline is DoCS centralised intake system where professional staff provide an initial point of contact for enquiries, reports and requests for assistance from the public and mandatory reporters, such as police and teachers concerned about the safety and wellbeing of a child or young person.

When DoCS receives a child protection report, a Helpline caseworker makes an assessment to determine the risk of harm for the child or young person. Caseworkers record the issues associated with risk of harm reports to reflect those defined in section 23 of the *Children and Young Persons (Care and Protection) Act 1998*. Information is entered onto DoCS client information system, called the Key Information and Directory System (KIDS).

Many risk of harm reports are referred to a community services centre (CSC) or Joint Investigation Response Team (JIRT) for further assessment. JIRTs comprise professionals from DoCS, NSW Police and NSW Health. They jointly investigate sexual abuse, serious

physical abuse and neglect where criminal conduct may be involved.

The Helpline receives the bulk of Australia's child protection reports, handling 132,433 calls during 2006/07. These calls are answered in an average of two minutes and 59 seconds, an improvement on the average waiting time of three minutes and 49 seconds in 2005/06. The helpline is required to answer calls in an average of three minutes.

Following a 2005 performance audit of the Helpline, the NSW Auditor-General reported that it was performing effectively and recommended further improvements, including the development of a new standard fax form for reporting children and young people at risk of harm.

The Helpline worked with the education sector, NSW Police and NSW Health to adopt the new fax form to achieve uniformity in information provided to DoCS by mandatory reporters, and to ensure the form was aligned with the approved practice commitments in the *NSW Interagency Guidelines for Child Protection Intervention 2006*.

The Department continued to make a significant investment in information technology and improving its information management systems. This includes the design of Helpline operational reports in the Corporate Information Warehouse and developing an electronic channel to allow online reporting which should be trialled in early 2008.

Online reporting should improve mandatory reporters' access to the Helpline for non-urgent matters and enhance the quality of information reported to DoCS.

DoCS and the Public Service Association agreed to trial a 10 hour roster for eight child protection casework teams at the DoCS Helpline. The trial began in December 2006. The impact of the current roster arrangement including the rotating (10 hour, eight hour) rosters and daytime shifts, will be evaluated against a range of key performance indicators in late 2007. The new roster has improved the Helpline's capacity to schedule staff at peak work times as well as giving staff more flexibility in the hours they work.

## CALLING THE HELPLINE

DoCS Helpline has more than 200 staff including child protection caseworkers and specialists, community services officers, a project manager, administrative staff, team leaders, managers, and a Director Child and Family – all led by an Executive Director. It also has its own human resources, IT and business support units as well as two training coordinators.

Reports to the Helpline are handled by a triage system which ensures reports are dealt with in order of urgency. All reports are prioritised and given a response time from less than 24 hours to less than 10 days.

Staff come from a range of occupational backgrounds including health, police and non-government agencies, as well as from DoCS community services centres. While staff are required to have tertiary qualifications or equivalent experience, they don't need call centre experience.

Caseworkers receive intensive training in relevant parts of the DoCS caseworker development course and training relevant to their work in a contact centre.

DoCS and the Department of Housing collaborated to extend the DoCS Helpline call centre platform to support the Department of Housing's call centre. The shared platform went live on 7 November 2006. The call centre technology at the Helpline now supports front-line services provided by three different NSW Government agencies, namely the Attorney-General's Department, Department of Housing and DoCS. This platform sharing arrangement delivers better return on investment for the NSW Government.

### Intake at a CSC and Intake Assessment Guidelines

DoCS CSC Intake Project and *Intake Assessment Guidelines* are partner projects which aim to standardise and streamline service delivery in community services centres across the State. The DoCS CSC Intake Project will introduce a function for assessing and allocating cases, while the *Intake Assessment Guidelines* provide clear procedures for the allocation and closure of reports.

### After Hours Crisis Response Team

A metropolitan After Hours Crisis Response Team was formed in November 2006 to address the efficiency of the after hours child

protection emergency response in Sydney.

The After Hours Crisis Response Team specialises in crisis intervention and DoCS statutory work, and is staffed by caseworkers with the requisite field experience and skills. In addition to undertaking call-outs in metropolitan Sydney, the After Hours Crisis Response Team undertakes all Helpline after hours work related to locating services and placing children. The team also initiates and coordinates all after hours responses to urgent reports of risk of harm in regional and rural NSW, working with local DoCS staff and other support services.

Between November 2006 and 30 June 2007, the Crisis Response Team dealt with 3,974 after-hours matters.

### Joint Investigation Response Teams

Joint Investigation Response Teams (JIRTs) are made up of professionals who undertake joint investigation of child protection matters where there is a possibility the abuse is a criminal offence.

JIRT investigations involve a coordinated approach from three Departments – DoCS, NSW Police and NSW Health. DoCS aims to ensure

the child is safe from further harm and jointly interviews with police who conduct the criminal investigation. NSW Health provides therapeutic and medical services. These teams lessen the stress for children and young people by reducing the number of interviews they face and providing coordinated support to victims and their families.

In 2006, a revised Memorandum of Understanding involving DoCS, NSW Police and NSW Health concerning the Joint Investigation Response Teams was signed. This should improve working arrangements between the three agencies.

In December 2006 training was held for JIRT staff to implement revised physical abuse criteria which give greater clarity and consistency in the physical abuse matters referred and accepted by JIRT for investigation. Work is also continuing to update procedures and systems for working across the three agencies.

A review of JIRT systems, policies and processes was commissioned by the Directors-General of NSW Health and DoCS and the NSW Police Commissioner in mid-2006. A particular focus of the review was the need to improve the JIRT process for Indigenous clients.

The review was completed and an implementation plan developed and endorsed in March 2007. New procedures are being developed across the three agencies to improve JIRT services to child victims and their families. This work should be implemented over the following 12 months.

Changes set to take place as a result of the review include:

- ❖ reforming the initial response to emphasise planning focused

on the safety, welfare and wellbeing of children as well as the investigative process

- ❖ increasing the support provided to children
- ❖ improving access to forensic services and counselling provided by NSW Health
- ❖ developing improved ways of working with Aboriginal families and communities particularly where child sexual assault is a problem

- ❖ investigating opportunities to amend the current sexual abuse criteria
- ❖ placing a greater focus on professional development and support of staff, as well as improving JIRT data
- ❖ looking at the potential for improvements in governance within agencies.

## NUMBER OF JIRT REFERRALS ACCEPTED

	2006/07	2005/06	2004/05
<b>Co-located JIRTS</b>			
Bankstown (formerly Ashfield)	153	152	220
Chatswood	72	83	109
Kogarah	124	126	167
Liverpool	206	203	242
Newcastle	244	339	377
Parramatta	175	205	208
Penrith	232	235	208
Tamworth <sup>13</sup>	213	Not available	Not available
The Entrance	209	251	247
Wollongong	174	161	147
<b>Subtotal</b>	<b>1,802</b>	<b>1,956</b>	<b>1,925</b>
<b>Rural JIRTS</b>			
Western	621	747	830
Northern	455	498	731
Southern	145	137	134
<b>Subtotal</b>	<b>1,221</b>	<b>1,382</b>	<b>1,695</b>
<b>TOTAL</b>	<b>3,023</b>	<b>3,338</b>	<b>3,620</b>

Source: JIRT Database (owned by NSW Police).

<sup>13</sup> Tamworth JIRT moved into co-located premises with NSW Police in 2006. Prior to this, referrals for Tamworth JIRT went to Tamworth CSC and were not recorded separately.

## PROTECTING CHILDREN IN TOOMELAH AND BOGGABILLA

In 2006 DoCS developed a strategy to respond to historic sexual assault issues in the Toomelah and Boggabilla communities in northern NSW. A project team made up of Aboriginal staff is now working to address child protection reports and responses, including improved statutory response and follow-up of reports of abuse and neglect by DoCS, Health and Police; and to undertake community education and prevention of future child sexual assault.



## PARENT RESPONSIBILITY CONTRACTS

Parent responsibility contracts are agreements between DoCS and one or more primary caregivers that aim to improve parenting skills and encourage them to accept greater responsibility for a child or young person.

An amendment to the *Children and Young Persons (Care and Protection) Act 1998*, proclaimed on 30 March 2007, enables DoCS to enter into parent responsibility contracts with primary caregivers of children and young people.

A trial of parent responsibility contracts began at Penrith, Campbelltown, Port Macquarie, Ingleburn, Batemans Bay, Mount Druitt, Eastern and Central Sydney community services centres in 2007.

## EXPERIENCE GIVING STREET KIDS A HELPING HAND

DoCS Kings Cross and Central Sydney Adolescent Unit has been working with inner city street kids for more than 20 years, making more than 3,600 contacts with young people each year. In March 2007 the unit began providing a consultancy service to community services centres in Sydney to share their expertise and experience with other caseworkers.

The consultancy offers case reviews, dedicated phone, email and mobile support, and access to current research and training. Consultants can support the development of comprehensive case plans for adolescent clients and review specific client case plans. The consultancy service is currently available to Burwood and Lakemba CSCs, but may expand to include Eastern and Central Sydney CSCs in the future.

### Improving capacity in community services centres

DoCS Enhanced Service Delivery (ESD) project aims to achieve better service delivery to clients, through improved resources, policies, procedures and systems in each CSC across the State. The roll-out of ESD sites includes extra caseworker positions, establishment of specialist early intervention casework teams in selected sites, recruitment and training of new staff, reconfiguration of teams, improved support systems and new or refurbished accommodation.

Nineteen ESD sites were completed in 2006/07 at Bowral, Ingleburn, Auburn, Parramatta, St Marys, Sutherland, Albury, Bathurst, Griffith, Lithgow, Orange, Goulburn, Nowra, Clarence Valley, Port Macquarie, Glen Innes, Inverell, Taree and Cardiff. Work will continue to establish the remaining sites in the final year of the ESD project.

During 2006/07, more than 100 child protection caseworker positions were created, bringing the total number of new child protection positions to 275. Further recruitment will take place over the next year to meet a target of 375 new child protection caseworker positions by 2008.

### Improving policy and procedures

DoCS is developing new policies and procedures to bring greater consistency to decision-making about services or responses that children or their families might need.

#### Casework

The complete policy and procedural framework for child protection casework practice in NSW can be found in Business Help – an online policy and practice intranet site to assist DoCS caseworkers.

Business Help was updated and improved in 2006/07 with a stronger focus on practice issues and caseworker support. Procedures for dealing with a wide range of situations are updated regularly to reflect new evidence or experience.

The Department is currently developing a Caseworker Policy Manual which will provide a framework to guide caseworkers and managers in the NSW child protection and out-of-home care programs. The aim is to locate all policy information in the one place in order to improve accessibility of information and relevance of policies for day-to-day casework.

A Caseworker Field Action Kit was created to support DoCS staff containing all the forms, documents and resources needed for field visits or meetings and is presented in a professional caseworker satchel. These materials are also accessible via an intranet site to ensure the resources are up-to-date and constantly available.

#### Neglect

In July 2006 DoCS published a child neglect policy to develop better ways of identifying neglect and determining when and how to act in the best interests of children, particularly where neglect is a chronic or underlying feature of cases involving both neglect and abuse. Implementation began in October 2006 with the screening of a video *Recognising Neglect*, followed by a comprehensive program including six practice solutions sessions and distribution of supporting communication resources. The policy provides a more holistic view regarding secondary assessment and a greater focus on long-term outcomes for children and young people, as well as the immediate safety issues.

## MANAGING DRUG AND ALCOHOL ISSUES MORE EFFECTIVELY

The capacity of drug and alcohol abuse to adversely impact on children and families means that DoCS caseworkers and managers need to be more skilled and knowledgeable in dealing with these issues.

To develop staff capacity and provide in-house expertise, a model Drug and Alcohol Expertise unit was established over the year and is currently providing assistance to Penrith, Eastern and Central Sydney and Campbelltown CSCs as they trial parental drug testing.

This provides the opportunity to test the model before implementing it more widely. The approaches will be adapted to suit the needs of rural and regional areas.

Training and briefing sessions have been held for managers and caseworkers as well as Children's Court clinicians, legal staff, Aboriginal medical services, and area health services.

### Drug use

An operational trial of a policy on parental drug testing started in April 2007 in community services centres in Penrith, Eastern and Central Sydney and Campbelltown.

Drug use is a prevalent feature in the risk of harm reports DoCS receives. Drug testing is used to verify that a person is drug free or that their drug use is reducing over time. The policy was developed for situations where a parent's serious and persistent drug use is adversely impacting on the safety, welfare and wellbeing of a child or young person. It will provide guidance to caseworkers on when DoCS clients should be drug tested, the nature of the testing regime, interpretation of results and consequences of positive tests. The policy demands abstinence from all drugs, except prescribed opioid treatments, when restoration is being considered.

An external evaluation of the parental drug testing policy has begun and will assess the effectiveness of the policy, the implementation of the policy's trial and the outcomes achieved, helping to guide statewide implementation.

### Prenatal reports

A Responding to Prenatal Reports Policy was developed in response to the need for DoCS to provide clearer policy guidance for caseworkers to help them respond to prenatal reports. The policy provides directions to caseworkers at the Helpline and community services centres about the required response to prenatal reports of risk of harm to an unborn child. This may reduce the likelihood that the child, when born, will need a child protection response.

A trial will begin in 2007/08 in four community services centres and be evaluated externally.

In collaboration with NSW Health, a comprehensive list of antenatal and maternity services across the state has been developed. This service mapping across NSW Area Health Services and DoCS regions provides a picture of service availability not previously collated by either DoCS or NSW Health. It is included in the Responding to Prenatal Reports Policy.

It is intended that the prenatal reports policy will work seamlessly with the expanded Aboriginal Maternal and Infant Health Strategy (AMIHS), as Aboriginal women are likely to be strongly represented in the target group of prenatal reports. Along with the mainstream antenatal and maternity services mapped in the policy, the mapping of current and planned services under the AMIHS will ensure caseworkers are aware of this service stream. It will also reinforce the importance of ante and peri-natal care for Aboriginal women and their children to increase Aboriginal health and wellbeing outcomes.

DoCS and NSW Health signed a Memorandum of Understanding in June 2007 to work together to improve antenatal and postnatal support for Aboriginal women under the AMIHS. The partnership involves a joint commitment of \$8.8 million over two years (2007-2009) to expand the Aboriginal Maternal and Infant Health Strategy to more than 31 sites across NSW.

### Children and young people with abusive behaviours

A policy on responding to reports about children and young people who display sexually abusive behaviour towards another child or young person is currently being drafted. DoCS recognises that these reports are serious and raise complex issues during assessment and protective intervention.

The policy will assist DoCS staff in responding to these risk of harm reports by providing a set of guiding principles of assessment and intervention, and an outline of the legal implications and therapeutic interventions available for both perpetrators and victims.

The policy will emphasise that an interagency response will be the most effective in addressing sexually abusive behaviour in children and young

people. It includes guidance to staff on obtaining advice from the NSW Police, NSW Health and other relevant agencies about the steps they have taken or are proposing to take.

### Sibling safety

The Sibling Safety Policy was implemented during the reporting year. This policy deals with visits to the family home to check on the safety of siblings or other children living there, even if they are not previously known to DoCS, within 48 hours of DoCS receiving a child death report.

### Intensive support for families

More than 100 children participated in services or received support from one of DoCS Aboriginal Intensive Family Based Services (IFBS) during the year.

Aboriginal IFBSs provide an intensive, time-limited, home-based program for Aboriginal families (including extended family) whose children are at risk of entering out-of-home care due to protective concerns, or children in out-of-home care where a restoration plan is in place. These services aim to help reduce the number of Aboriginal children being placed in out-of-home care and to reunite children with their families.

The program operates in Bourke, Casino, Wollongong, Campbelltown and Redfern, with expansion planned to two new sites in the Hunter/Central Coast and Mt Druitt in 2007/08.

The IFBS program is being evaluated to examine its efficiency, effectiveness and appropriateness, with the evaluation report expected to be finalised in December 2007. The evaluation will provide an audit of data collection mechanisms for newer IFBSs.



### Interjurisdictional issues

A review of the 1999 *Protocol for the Transfer of Child Protection Orders, Proceedings and Interstate Assistance* was endorsed and new legislation was proclaimed on 30 March 2007. This allows for the transfer of child protection orders and proceedings interstate (including New Zealand) and the exchange of information between child welfare departments across Australia and New Zealand in order for officers to exercise a function under a child welfare law or an interstate law. New procedures have since been developed to assist staff to understand and work within the new legislation.

### Research

DoCS Centre for Parenting and Research undertook literature reviews and prepared Research to Practice Notes on the following child protection related topics during the year:

- ❖ Effective Strategies and Interventions for Adolescents in the Child Protection Context: A Literature Review
- ❖ Risk Assessment: A Review of the Literature
- ❖ Models of Service Delivery and Interventions for Children and Young People with High needs
- ❖ Parental Alcohol Misuse and the Impact on Children: A Review of the Literature
- ❖ Family Group Conferences: A Literature Review
- ❖ Parental Empathy and Child Maltreatment
- ❖ Attachment: Key Issues.

DoCS Child Deaths and Critical Reports Unit examines DoCS involvement with a child who has died to ensure DoCS learns from these tragedies. More information on this can be found in Section 5 (page 89).

### Improving court processes

DoCS began the Court Liaison Officer Project in 2006 to support caseworkers and managers in their court work and practices. Court liaison officers work with caseworkers and legal staff to provide a professional representation of the Department at court.

Stage 1 of the two-year pilot recruited 13 court liaison officers across five regions (Metro Central, Metro South West, Metro West, Southern and Hunter/Central Coast).

Project Magellan is a partnership between the Family Court of Australia and DoCS to achieve a consistent and streamlined approach to information-sharing and cooperation in cases where allegations of serious physical or sexual abuse have been raised during Family Court proceedings.

This project originally involved the DoCS Helpline, Metro Central region and the Sydney Registry of the Family Court, however in 2006/07 it was expanded to Metro South West region and the Parramatta Registry of the Family Court.

The formal nature and environment of children's court processes can be a distressing experience for Aboriginal children and families. The Attorney-General's Department, in partnership with DoCS, will trial Care Circles as an alternative means of decision-making for care matters involving Aboriginal children and young people in the NSW Children's Court.

Care Circles will provide a less intimidating environment and enable the active participation of Aboriginal community members in decisions involving care arrangements for the child or young person. DoCS and the Attorney-Generals' Department expect to begin the first trial in Nowra in November 2007.

### Interagency collaboration

The *New South Wales Interagency Guidelines for Child Protection Intervention 2006* provide practical guidance on interagency cooperation in child protection matters.

The guidelines were endorsed by the Human Services Cabinet Committee in July 2006 following an extensive review of the previous edition and a wide consultation process across the sector. The review involved the development of practice commitments for interagency intervention considered achievable in the contemporary child protection environment.

Over 6,300 hard copies were distributed in November 2006 to services working with children and mandatory reporters such as teachers and police. DoCS developed a briefing information package about the guidelines and delivered briefings to 100 interagency partners for presentation to their agency staff. Core messages contained in the guidelines were delivered by agencies reaching 150,000 staff.

An information-sharing protocol between DoCS and NSW Health (in relation to Persons Participating in Opioid Treatment – methadone or buprenorphine) was signed in October 2006 and successfully trialled for two months at Maitland and Campbelltown CSCs. The protocol was developed to respond to accidental child deaths from methadone, particularly from takeaway doses. It is one of a number of initiatives DoCS is undertaking to help caseworkers working with challenging drug and alcohol issues and should be implemented statewide by July 2007.

# 04 Supporting children in care

Out-of-home care



# 04 Supporting children in care

## Out-of-home care



Children and young people are sometimes not able to live at home safely. They may have experienced significant harm or are at risk of abuse or their families might be unable to care for them because of illness, drug and alcohol abuse, domestic violence or poverty.

Children who cannot live at home are placed with relatives, foster carers, in residential care or independent living arrangements. DoCS aims to keep children with their families wherever possible.

Out-of-home care (OOHC) aims to help families regain care of their children, provide care for children who cannot live at home in a family-like environment and maintain the existing ties that children and young people have with their families and communities.

To remove a child from home, DoCS must have sufficient evidence to satisfy a court that the action is necessary for the child's wellbeing, or must have a parent's consent to provide support to the family. In all cases DoCS must act in the child's best interests.

The Children's Court ultimately determines whether the parental responsibility for a child or young person will be placed with the Minister for Community Services or with another person.

### CHILDREN AND YOUNG PEOPLE IN PERMANENT PLACEMENTS

#### Result

Children and young people are in a safe, well-functioning, stable placement and are developing optimally

#### Objectives

- ❖ Expand the quality and range of placement options available to children and young people in out-of-home care, including foster care, residential care and new models of care
- ❖ Simultaneously expand the quality and range of services to children, young people and their families to support these placements
- ❖ Ensure maximum utilisation of permanency planning provisions, so that children and young people have long-term stability when they cannot live at home

#### Placement of children and young people in out-of-home care

Children who cannot live at home safely are placed with family, foster carers, in residential care or independent living arrangements.

There were 12,712 children and young people in out-of-home care as at 30 June 2007.

There has been an increase since 2006 in the rate per thousand of children and young people in out-of-home care, from 6.7 to 8.1.

Additional out-of-home care statistics for 2006/07 are published on DoCS website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

DoCS and DoCS-funded agencies deliver a range of care, accommodation and support services to children and young people across NSW.

Services include monitoring and reviewing placements, assessing, training, authorising and supporting carers, and providing kinship care, foster care, residential care and adoption.

## CHILDREN AND YOUNG PEOPLE IN OUT-OF-HOME CARE

As at 30 June	Number of children and young people*	Rate per 1,000 of children and young people**
2007	12,712	8.1
2006	10,623	6.7
2005	10,041	6.3

\* Source: Integrated Substitute Care Database statistical extracts, CIW. Prepared by DoCS Information & Reporting.

\*\* Source: CIS & KiDS statistical extracts, DoCS' Information & Reporting; June 2007.

## ANNUAL EXPENDITURE ON ALL OUT-OF-HOME CARE PER CHILD

	2006/07	2005/06	2004/05
Annual real expenditure (\$'000)*	364,688	295,938	291,845
All children and young persons in OOHC as at 30 June	12,712	10,623	10,041
Cost per child (\$)	\$28,688	\$27,858	\$29,065

\* Note: This figure is not adjusted for inflation to real dollars.

Source: 1. Financial data collection, DoCS Financial Services 2. CIS & KiDS statistical extracts, CIW. Produced by DoCS' Information & Reporting.

## INDIGENOUS CHILDREN & YOUNG PERSONS IN OUT-OF-HOME CARE PLACED IN ACCORDANCE WITH THE ABORIGINAL CHILD PLACEMENT PRINCIPLE

30 June 2007		30 June 2006		30 June 2005	
Number	%	Number	%	Number	%
3,284	85	2,529	83.4	2,262	84.2

DoCS is committed to improving the range and quality of services in out-of-home care with a focus on permanency planning; improvements in foster, relative and kinship care; and building a robust service system.

An integrated service system will better support and meet the changing needs of children and young people in out-of-home care.

Most children and young people in care require either relative and kinship care or general foster care. Those with high and complex support needs may require a higher level of care through an intensive foster care service or placement with a residential service.

### Aboriginal Child Placement Principle

DoCS aims to place Aboriginal and Torres Strait Islander children with related or non-related Indigenous caregivers, in accordance with the Aboriginal Child Placement Principle. This principle is endorsed by all Australian states and territories in either policy or legislation and supports Aboriginal children growing up in a culturally appropriate placement.

More than 3,000 Aboriginal and Torres Strait Islander children were placed in accordance with this principle as at 30 June 2007, or 85 per cent of all indigenous children in out-of-home care in NSW.

The use of kinship care for Indigenous children is the highest of all states and territories.

A number of factors have been identified in hindering the effective implementation of this principle, including a shortage of Aboriginal and Torres Strait Islander carers.

### Expansion and quality of placement options and services

DoCS is building capacity in the out-of-home care system that will help ensure children and young people experience safe, secure, nurturing and caring relationships with those caring for them.

Service providers were invited to apply for \$617 million in out-of-home care funding over five years through an expression of interest (EOI) process which closed on 30 July 2007.

The Department is reviewing applications for this funding to establish services across NSW in 2007/08. A review of service plans for agencies already delivering out-of-home care programs will occur alongside this EOI process.

DoCS has developed an out-of-home care funding model to help plan for the expression of interest funding, reflecting the needs of children and young people in care in each DoCS region.

The out-of-home care funding roll-out will result in the biggest overhaul this service system has seen since it began. The new funding will allow for an integrated service system to be implemented that is designed to meet children's needs as they grow and develop.

### Policy and service models

DoCS has developed new policy initiatives and service models to better support children and young people. These relate to placement services such as general and intensive foster care, residential care and independent living, respite care, relative and kinship care, as well as support services such as counselling and respite care.

A description of these new models is available on the DoCS website [www.community.nsw.gov.au](http://www.community.nsw.gov.au) and was included in the resources provided to services in the call for expressions of interest for out-of-home care funding.

The Family Preservation and Intensive Support (FP/IS) policy and service model was developed in April 2007 with a view to bridging the gap in services between child protection and out-of-home care, to better prevent children from entering the out-of-home care system.

This service intervention is designed for families where the level of risk is high, with specific referral criteria to ensure a provisional FP/IS service is primarily limited to those families with children likely to be placed in out-of-home care without this intervention.

Comprehensive research into existing family preservation models took place across relevant national and international jurisdictions to develop the model. DoCS also conducted a Family Preservation Services Literature Review in May 2007.

This program is a key component of an improved and sustainable out-of-home care service system. Information about FP/IS was included in the resources for agencies during the expression of interest for funding.

DoCS is developing the *Out-of-Home Care (OOHC) Program Service Provision Guidelines* for all service providers which will include information about the Family Preservation and Intensive Support model.

### More skilled workers for an expanded care system

DoCS is reforming the delivery of services by increasing the range of placement options; recruiting more carers; providing training and skill development to enhance retention of carers; and improving the foster care allowances and contingencies system.

Managing this rapid expansion in a well planned, consistent and sustainable way is a challenge for DoCS and its partners – as is maintaining levels of skilled staff.

The reform process will result in a considerably larger out-of-home care service system with significant demand for skilled and knowledgeable staff to support this enhanced system in both DoCS and funded services. Attracting and employing these additional staff will be crucial to implementing the reforms in a timely way.

By the end of 2008, an additional 300 DoCS out-of-home care caseworker positions will have been created with ongoing recruitment to fill these positions. Around 75 caseworkers are expected to be recruited in 2007/08.

DoCS will also recruit more psychologists to support our work with children and young people in out-of-home care.

### Effective planning, review and legislative reform

DoCS established the Out-of-Home Care Major Project in June 2006 to consolidate the out-of-home care reform program and ensure effective planning, management and delivery of multiple projects and activities to improve the out-of-home care system.

Sound governance arrangements have been established and extensive work done to help plan and manage the many projects required to build a first rate service system for children and young people who cannot live at home.

The work being progressed under this project is substantial and involves cross-departmental projects and activities on improving:

- ❖ out-of-home care service system development, including research and analysis, planning and evaluation, policy and service model development, and legislative reform
- ❖ funded service delivery
- ❖ DoCS out-of-home care services delivery and service partnerships, including with foster, relative and kinship carers and interagency partners
- ❖ the interface between the child protection and out-of-home care systems.

During the year, the statutory review of the *Children and Young Persons (Care and Protection) Act 1998* commenced. A discussion paper concerning key features of this Act was made available for public comment in October 2006. A total of 39 submissions were received.

The review includes changes to mandatory reporting, enhancing information exchange between service providers and government agencies, the inclusion of body-piercing as an offence and a review of the principles and objects of the Act.

New legislation was introduced on 30 March 2007 – sections 149B-K of the *Children and Young Persons (Care and Protection) Act 1998* – to achieve a better balance between upholding the child's right to maintain connections with their birth family and protecting the privacy of foster carers and members of their household.

These new sections clearly set out the process for the release of information to parents about the placement of children in out-of-home care.

During the year, DoCS started work on amendments to arrangements for voluntary out-of-home care placements (placements not requiring a court order) which form part of the *Children and Young Persons (Care and Protection) Act 1998*.

#### **Accreditation and quality improvement**

DoCS continues to participate in the Accreditation and Quality Improvement Program of the Office for Children – Children's Guardian (OCCG). This maintains DoCS status as a Designated Agency under the *Children and Young Persons (Care and Protection) Act 1998*. It includes initiatives that will help consolidate and extend DoCS services to improve outcomes for children and young people.

DoCS is reforming the delivery of services by increasing the range of placement options; recruiting more carers; providing training and skill development to enhance retention of carers; and improving the foster care allowances and contingencies system.





## BIG HEARTS HELPING CHILDREN GROW: CELEBRATING FOSTER FAMILIES

DoCS celebrated the important role of foster and kinship carers during Foster Care Week 2006 (held 10-16 September) with more than 1,000 children, carers, friends and volunteers attending the annual Foster Care Gala Picnic.

Many events were held across the state, such as celebrations in Alstonville attended by more than 450 people from the Lismore and Ballina areas – including children and young people in care, DoCS foster carers and agency carers. This event put the spotlight on carers of children with disabilities and Aboriginal carers and secured strong attendance from these carers. Local businesses contributed \$7,000 worth of prizes – including holidays, bikes and electronic equipment.

DoCS Foster Carer Awards attracted 200 nominations from DoCS caseworkers, with 22 carers from across NSW receiving awards.

The OCCG is reviewing its Accreditation and Quality Improvement Program. DoCS is participating in this review and provided a detailed submission to the Children's Guardian and the Minister. The OCCG report is expected in late 2007 and is anticipated to advocate regulatory reform.

DoCS own three-year *Quality Improvement Plan (2005-2008)* for out-of-home care will help the Department meet its responsibility for providing good quality care to children and young people.

During the year, DoCS completed the Children's Guardian's Annual Progress Report and case file audit. Accreditation requires practice improvements in out-of-home care standards through these progress reports and participation in annual case file audits.

The case file audit required coordination of the provision of 1,511 case files for children and young people under DoCS supervision and 202 in non-government organisation placements. Full accreditation should be achieved by July 2013.

DoCS continued to work closely with the OCCG in monitoring the placement of children under 12 years of age in accredited agencies. There was similar close scrutiny of the placement of children or young people in non-designated agencies.

### **Expanding the range and quality of support for placements**

On any given day, around 3,700 children and young people in NSW need foster care. The recruitment and retention of foster carers remains a priority for DoCS and non-government organisations delivering out-of-home care services.

In August 2006 DoCS launched a marketing campaign to attract more foster carers resulting in an overwhelming success – approximately 2,000 people expressed an interest in becoming foster carers.

The recruitment strategy included the launch of a new centralised Foster Carer Recruitment Line (1800 011 110) from 28 August 2006 to coincide with a major advertising campaign during Foster Care Week.

The Foster Carer Recruitment Line aims to improve responses to enquiries from potential foster carers. Following initial contact via the recruitment line, DoCS carer support caseworkers contact potential carers to provide more details about fostering and information about training, assessment and the authorisation process.

The second stage of the campaign involves implementing a comprehensive longer-term plan based on best practice and including recruitment of Aboriginal and multicultural foster carers.

DoCS is currently evaluating the Metropolitan Muslim Foster Care Project – a project developed to address difficulties in recruiting and retaining Muslim foster carers for Muslim children and young people requiring out-of-home care.

This evaluation will help assess if the experience and outcomes for Muslim children and young people placed in out-of-home care is better due to the project and if the model is suitable for other cultural, religious or language groups.

A partnership agreement between DoCS and foster carers detailing the type of supports foster carers can expect in their day-to-day dealings with the Department was completed and mailed to foster carers in March 2007 with DoCS quarterly newsletter for carers, *Fostering Our Future*.

Foster Care Advisory Groups are now established in all regions and continue to give foster carers and DoCS staff the opportunity to discuss local issues.

DoCS has specialist caseworkers who recruit, assess, train and support foster carers. DoCS also temporarily funded the NSW Foster Care Association and the Foster Parent's Support Network to provide peer support services to foster carers in NSW. DoCS is assessing applications to expand peer foster carer support services across the State to continue this positive peer support network to carers.

The Aboriginal Child, Family and Community Care State Secretariat (AbSec) is funded to provide peer support services to foster carers in NSW.

DoCS Managers Casework and Carer Support Specialists receive mandatory training in Working with Authorised Carers and Working with Birth Parents and Families.

During the year, a postcard and internet resources were developed for DoCS caseworkers to help them assess their work with carers and identify critical points when carer support caseworkers and the child or young person's caseworker need to communicate.

These resources will strengthen understanding of the partnership across caseworker teams at community services centres when supporting foster carers and looking after children in foster care.

Other materials were developed to support DoCS staff in responding promptly and efficiently to inquiries and requests from foster carers. They complement the existing *Foster Carer Resource Guide* which gives carers key information about the roles and responsibilities of foster carers and DoCS staff.

Supporting children and young people in care is also critical to ensuring stable placements.

The *Children and Young Persons (Care and Protection) Act 1998* provides for a charter of rights to be developed for children and young people in out-of-home care. DoCS distributed a charter (in the form of two comic-style booklets) to children and young people in statutory care in September 2006.

An updated edition of the *My Life Story Book* (created to record important milestones and achievements of children placed in foster care) was distributed in December 2006.

### Allowances and contingencies for foster carers

DoCS completed a major review of carer payments in 2006 and a revised payments system was announced in September 2006 to better support children and young people in out-of-home care.

NSW currently pays the highest allowance rate in Australia. The new payment structure builds in indexation to keep pace with the costs of living.

An expression of interest process closed in August 2007 to establish a register of professional providers to undertake assessments of relative and kinship carers where an application for financial support for the placement has been received.

These providers will also make recommendations regarding the approval of kinship or relative carers as authorised carers.

### Permanency planning

Children and young people who experience stability are more likely to develop strong and lasting emotional attachments, be socially engaged and skilled, and experience higher levels of educational achievement.

In May 2006 the Department began a demonstration project at four metropolitan community services centres (CSCs) – Penrith, Campbelltown, Eastern Sydney and Central Sydney – in which caseworkers assess children in care aged up to two to determine whether they can be restored to their natural parents or whether alternative permanent care options – including adoption – would be in their best interests.

The project has been successfully operating from the Penrith CSC for a year, with 10 children currently involved, including one who has been successfully restored to their family and another in the process of restoration.

As a result of this project there has been an improvement in the quality of court documentation, especially in regard to restoration. The permanency planning project will be introduced to other sites.

DoCS is currently evaluating this project to assess the effectiveness of the strategies used for implementation of this policy, as well as outcomes for participating children.

A two-day training course on permanency planning was developed as part of the project. DoCS out-of-home care caseworkers and managers attended this training before participating in the project. The training covered areas such as legislation, permanence options, adoption, restoration decision-making, case planning, contact and reviewing placements.

### Aboriginal out-of-home care

Building capacity in the Aboriginal out-of-home care sector is a priority with Aboriginal children and young people representing more than 25 per cent of those in out-of-home care.

DoCS is negotiating with Kari Aboriginal Resources Inc, Biripi Aboriginal Corporation Medical Centre and Link-Up (NSW) Aboriginal Corporation, Burrun Dalai Aboriginal Corporation, Hunter Aboriginal Children's Services, Ngunya Jarjum Aboriginal Child & Family Network and the South Coast Medical Services Aboriginal Corporation to become major providers of out-of-home care services for Aboriginal children and young people.

This will help strengthen service providers, create up to 200 new Aboriginal foster care places over the

### NSW OUT-OF-HOME CARER PAYMENT RATES FOR 2006/07

Allowance (fortnightly)	Age groups	Rates at June 2007
Care	0-4	\$385
	5-13	\$432
	14-17	\$580
Care + 1	0-4	\$577
	5-13	\$648
	14-17	\$869
Care + 2	0-4	\$762
	5-13	\$855
	14-17	\$1,148

next three years and provide a more sustainable program of services and support to Aboriginal children and young people who can't live at home.

DoCS engaged an independent consultant to work with the seven agencies to develop business plans which have been provided to DoCS. DoCS is working to implement these plans to increase the capacity of these services with funding expected to reach more than \$10 million per annum over the three-year period 2007/08 to 2009/10.

DoCS is committed to improving the assessment, training and recruitment of Aboriginal foster carers to ensure, where possible, Aboriginal children are placed with Aboriginal carers and maintain links with their family, community, culture and heritage. Updated training and assessment packages for carers were made available to Aboriginal out-of-home care caseworkers in November 2006.

DoCS is also trialling a new approach to the delivery of training for Aboriginal people applying to become carers in Sydney's metropolitan region with a new training package, *Our Carers for Our Kids*, developed by DoCS Aboriginal Services Branch.

The training was successfully delivered in June 2007 at Murru-Mittigar (meaning pathways to friends, in the Dharug language) Aboriginal Culture and Educational Centre and Museum by DoCS Aboriginal carer support staff from Metro West and Metro South West regions.

The new training package is aimed at ensuring Aboriginal people who are soon to be carers feel safe, within a culturally appropriate environment. So far, 10 new Aboriginal foster families have participated in this training with more training sessions planned at Wundunar-koo in Tregear in Sydney's west and at the Gundungurra Tribal Council in Katoomba.

## Adoption and permanent care

For some children entering out-of-home care, adoption may be the best option. However, in 2006/07 there were only 15 adoptions of children by carers and 12 adoptions of children with special needs or babies for whom parents request an adoption placement.

DoCS is working to strengthen its permanent care and adoption services. During the year, a new adoption service delivery model was developed – laying the groundwork for the shift from a centralised adoption services model to a regional model.

This new approach is already being implemented in DoCS regions through the permanency planning project. DoCS adoption functions will align with our core child protection work, focusing on the provision of adoption services to children and young people who are unable to be restored to their birth or extended families.

## CULTURAL CONNECTIONS FOR ABORIGINAL KIDS AND CARERS IN SYDNEY'S WEST

For the past five years, the Metro West Aboriginal Foster Carers and Kinship Carers Support Group has been meeting to discuss cultural issues and fostering, and provide support and mentoring to each other and to local non-Aboriginal carers.

Made up of Aboriginal foster carers, Aboriginal kinship carers and non-Aboriginal foster carers who look after Aboriginal children, the group is helping Aboriginal children in care stay connected culturally.

In June 2007, the group worked with DoCS Mt Druitt staff to organise a camp for 26 Aboriginal kids aged between 10 and 18 years at Milsons Island. The Department of Sport and Recreation provided this facility and staff for the daytime activities at no cost.

Two Aboriginal DoCS caseworkers and an Aboriginal foster carer led discussions about culture around the campfire and story-telling to help young people strengthen their connection with Aboriginal culture. The camp also included activities such as canoeing, rockclimbing and boomerang throwing.

Each school holiday, carers and their families from the group and DoCS staff join together for a picnic at Nurrangy Reserve with games, rock painting, Aboriginal jewellery making, story-telling and face painting.

In April 2007 two of the group's members – carers Max and Lois Longley – presented the achievements of the Metro West Aboriginal Foster Carers and Kinship Carers Support Group to peak out-of-home care agencies and DoCS Executive.

DoCS continues to provide adoption services. These include:

- ❖ intercountry adoption
- ❖ local adoption and permanent care (includes Special Placements Program)
- ❖ family information services and post-adoption support services
- ❖ intra family and special case adoptions.

During the year, the Department examined legislative or regulatory issues arising out of the statutory review of the *Adoption Act 2000*. On 4 December 2006, the Act was amended by the *Adoption Amendment Act 2006*, which:

- ❖ clarified the circumstances that must exist before the Supreme Court makes an adoption order in relation to an adult
- ❖ made mandatory that adoption plans set out how Aboriginal or Torres Strait Islander children are to develop a healthy and positive cultural identity and links with their heritage
- ❖ specified the circumstances that must exist before an adoption order may be made to enable adoption by an authorised carer
- ❖ made provision to ensure the provision of original documents to adopted children does not contravene the *State Records Act 1998*.

### Intercountry adoptions

DoCS recruits, trains and assesses prospective adoptive parents for children needing placement from overseas. Some of the countries are signatories to the Hague Convention on Intercountry Adoption and some have bilateral agreements with Australia.

DoCS is renegotiating the Commonwealth-State Agreement on Intercountry Adoption under which the Commonwealth will assume responsibility for managing and establishing overseas adoption programs from states and territories.

As of January 2007, NSW had transferred its intercountry adoption program development responsibilities for Bolivia, South Korea, Taiwan, Costa Rica, Chile and Colombia to the Commonwealth. However DoCS remains responsible for the day-to-day processing of intercountry adoption applications.

During the year, 170 families applied for intercountry adoption, while 105 children were allocated from other countries and 104 children arrived into NSW from other countries. By the end of March 2007, a total of 1,058 adoptive, birth and applicant families made up the intercountry adoption caseload.

Eligible non-government organisations seeking to provide local and intercountry adoption services are required to apply for accreditation with the Office for Children – Children’s Guardian.

Existing non-government adoption service providers must apply for re-accreditation using the NSW Adoption Standards by January 2008.

Work continues to examine options for promoting service provider interest in delivering intercountry adoption services. It is anticipated that an expression of interest process may begin in late 2007.

### Local adoptions

In 2006/07, under DoCS Local Adoption and Special Placements Program six children were adopted; 116 birthparents were counselled on adoption and permanent care alternatives and 38 applicants were approved awaiting placement of a child.

Non-government organisation adoption services arranged a further six adoptions.

Adoption may be an appropriate long-term option for a child in out-of-home care who has a stable placement where their immediate and long-term needs are being well met. In such cases, specialist support and information on adoption is provided to the carers, birth parents and the child involved.

Six children participating in DoCS Permanency Planning Project were placed with authorised carers, with a case plan of adoption.

During the year, 15 children who had previously been under the parental responsibility of the Minister were adopted by their carers. There were also 36 intrafamily assessments, 22 step-parent adoption orders and one relative adoption order made.

Post Order Support Services can include support for meetings between birth and adoptive families where the adoptee is under 18 years, including information exchange and referrals for families having difficulty with adoption-specific issues. During the year, 266 individuals from birth and adoptive families received ongoing support with contact.

Comprehensive services are also provided for adopted adults and their birth parents to help them access information to which they are legally entitled. DoCS continued maintenance of the Reunion Information Register, the Contact Veto Register and the Advance Notice Register as required by the *Adoption Act 2000*.

In 2006/07, DoCS managed 3,010 general enquiries about post-adoption and 516 reunion and information register applications.

## INTERCOUNTRY ADOPTION CASELOAD SNAPSHOT

	2006/07	2005/06	2004/05
Expression of interest in adoption lodged	338	342	227
Applications under assessment	113	55	146
Applications approved awaiting placement	403	318	221
Families where child has been allocated	38	39	44
Families under post-placement supervision	166	163	170
Total caseload as at 31 March	1,058	917	844

Source: DoCS Adoption and Permanent Care Services (KiDS data).

## ADOPTION ORDERS

	2006/07	2005/06	2004/05
Step-parent adoptions	22	13	16
Relative adoptions	3	2	1
Carer adoptions (including children under parental responsibility of the Minister for Community Services)	15	18	25
Local adoptions (NSW)	12	23	24
Intercountry adoptions	112	93	88

Source: DoCS Adoption and Permanent Care Services.

## APPLICATIONS FOR ADOPTIVE INFORMATION

	2006/07	2005/06	2004/05
Supply Authorities issued	782	807	878
Prescribed Information sent out	442	533	588
Cases of adopted siblings' identifying information released in Prescribed Information	133	159	166
Reunion and Information Register applications	516	407	438
Reunions from Register	190	172	118
Contact vetoes lodged	2	5	11
Contact vetoes lifted	34	30	38
General enquiries about post-adoption	3,010	2,845	2,937

Source: DoCS Records Access Branch.

## CHILDREN AND YOUNG PEOPLE RESTORED TO THEIR FAMILY

### Result

Children and young people are successfully restored to their parental family

### Objective

- ❖ Improve the range and quality of services provided to children, young people and their families to support restoration, so that children's and young people's lives are not disrupted by unsuccessful attempts at restoration

As the number of children and young people in out-of-home care (OOHC) continues to increase each year, the OOHC service system will need to work closely with the early intervention and child protection systems so services are developed which support families to prevent children entering out-of-home care.

DoCS is building capacity in order to achieve successful restoration and permanent care arrangements – informed by research, including action research.

DoCS seeks a permanent and stable home for every child in out-of-home care. To achieve this, early decisions must be made about the practicality of restoration of the child to their birth family. If this is not feasible, alternative long-term placements for children need to be found as soon as possible.

The decision about restoration must be made prior to consideration of any other permanent placement option. A decision about whether restoration of a child is realistic must not take longer than six months for children aged two years or less, and 12 months for older children and young people.

Once this decision is made, the care plan must describe how restoration will occur and the time frame during which restoration will be achieved. Case plans must detail how services to the family will facilitate restoration, with services identified within 12 weeks of a child being placed in care.

DoCS Permanency Planning Demonstration Project is now underway at several of the Department's community services centres. Caseworkers assess children in care aged up to two to determine whether they can be restored to their natural parents or whether alternative permanent care options – including adoption – would be in their best interests.

At 20 June 2007, there were 66 children participating in this project. From this group, 34 children had been the subject of court decisions (or final orders) about their future care.

In terms of a stable, permanent care outcome, 11 children have now been placed with relative carers; 11 children placed with long-term foster carers (nine of these children are placed with siblings); five children were restored to their birth mother or parent; one child remains in the care of their birth father and six children were placed with adoptive carers (one of these joined a sibling in that placement).

DoCS has made permanency case plan goals for a further 10 children where no final order had yet been made, while 22 children were still being assessed by the Department.

The goal is to avoid the detrimental impact on children of failed attempts at restoration with birth parents, unplanned multiple placements and drift in the care system. This project will be evaluated to assess its effectiveness and the outcomes for the participating children. For further information see page 60 of this section.

During the year, DoCS expanded its Aboriginal Intensive Family Based Services which help to prevent children coming into care, and reunite families with children if they were placed in care or if they were in an alternative placement for a period of three months.

The Family Preservation and Intensive Support service model was developed in April 2007 to bridge the gap in services between child protection and out-of-home care, and better prevent children from entering the out-of-home care system. Further information about FP/IS can be found earlier in this section.

## CHILDREN AND YOUNG PEOPLE WITH HIGH NEEDS

### Result

A system is developed and implemented that provides quality, cost-effective care for children and young people with high needs and improves their longer-term outcomes

### Objectives

- ❖ Better support children and young people with high needs by using effective screening tools, which are employed as early as possible and are consistent over time, to identify those children and young people who fit the target group
- ❖ Better support children and young people with high needs by having a range of appropriate placement options and support services to meet the needs of the target group in a cost-effective manner

The issues affecting young people with high needs in out-of-home care are complex and require a range of coordinated services.

A small number of young people in NSW exhibit extremely challenging and self-harming behaviours. At times these high-risk young people manifest an acute crisis level of disturbance through self-harming, suicidal, violent or anti-social behaviour and sexual abuse of other children. The specialised nature of their needs means that there has been a lack of appropriate services and programs for this group.

Following an expression of interest in 2005 to establish an out-of-home care service system for children and young people with high needs, there are now 229 places available across four service providers delivering this \$32.2 million out-of-home care program.

DoCS Intensive Support Services teams provide case management for children in high needs placements. DoCS is in the process of transferring full case management to the non-government organisation providers, which will result in a more cost-effective service for these clients, and allow DoCS staff to focus on supporting more children in the out-of-home care sector and the child protection systems.

One of the greatest challenges for the out-of-home care system is to avoid escalation of costs associated with high and complex needs.

In each region of NSW, senior DoCS staff make up panels that review the case plans of high needs kids regularly.

DoCS has a rigorous vacancy management and referral system in place to maximise the potential of these funded placements. The vacancy rate for placements in June 2007 was seven per cent.

In September 2006, DoCS introduced a performance monitoring framework process to assess the progress of the four providers – Life Without Barriers, Centacare Broken Bay, Marist Youth Care and Allambi Youth Services – in achieving the outcomes agreed to in the service specifications for the program. To support this process, DoCS developed an information package and held an information session for service providers to children with high and complex needs.

An interim Minimum Data Set to collect data on high needs kids was developed and implemented in November 2006 to help service providers report against the performance framework and assist with monitoring and evaluating service delivery.

DoCS funds services to deliver programs that help improve the lives of high needs kids with activities and supports that boost confidence, assist with life skills and give high need kids a better quality life.

During the year, for example, in Sydney's south west, DoCS worked with Lifestyle Solutions to run Camp Active, a junior leadership program for children and young people in out-of-home care with complex needs. There were several camps held for high needs kids during the year.

The NSW Housing and Human Services Accord Trial Shared Access Operating Agreement (Young People Leaving Care) 2006 was put into place in Wagga Wagga and Maitland. In Maitland, DoCS and Housing found homes for seven young people through this pilot accord, with an additional three young people about to sign leases and a further three awaiting housing to be found.

A number of these young people were high needs kids and at least two young people had complex histories. To date, each young person has successfully maintained their tenancies.

## IMPROVING THE OUT-OF-HOME CARE SYSTEM

### Result

The out-of-home care service system provides an appropriate quantity and range of cost-effective, efficiently run and well-coordinated services to meet the needs of all children and young people in the system

### Objectives

- ❖ Ensure the out-of-home care service system is evidence-based and developed in partnership with the out-of-home care sector
- ❖ Improve the education and mental health outcomes for children and young people in out-of-home care so that those who have been in long-term out-of-home care have similar development to their peers in the general population
- ❖ Provide an effective assessment tool for use with all children and young people who enter out-of-home care to ensure that the appropriate range of support services for them are identified
- ❖ Increase the knowledge and skills of DoCS staff to achieve consistency in operation and improve service to clients

### Developing an evidence-based system for out-of-home care

Planning is underway for a long-term evaluation of out-of-home care. A request for tender for the evaluation program was advertised in April 2007 and tenders closed on 8 June 2007. This evaluation will incorporate economics and process components and complement and be informed by the Longitudinal Study of Children in Out-of-Home Care.

The study is being undertaken by an external consortium with DoCS Centre for Parenting and Research and will show what works best for children in care and indicate whether DoCS requires any change in direction, whereas the evaluation will focus on what the current strategies are and how effectively they are being implemented.

The following research projects are underway and will help inform DoCS work in improving the out-of-home care sector:

- ❖ characteristics and service provision of children and young people in foster care and kinship care
  - ❖ characteristics of children and young people in out-of-home care from non-English speaking backgrounds and the services and support provided to them.
  - ❖ attachment and the role of foster carers
  - ❖ making decisions about contact.
- To see a full list of papers, seminars and notes from DoCS Centre for Parenting and Research see Appendix 8.
- To support corporate reporting and evaluation as well as performance monitoring of funded services, a Minimum Data Set (MDS) has been developed in partnership with service providers. This new collection from service providers started in July 2007 and replaced the Alternate Care Information System. The new collection will provide more timely and better quality information on children and young people in out-of-home care, including their health and educational outcomes.
- DoCS Centre for Parenting and Research conducted a literature review on kinship care and released several Research to Practice Notes on improving support within out-of-home care, including:
- ❖ permanency planning and placement stability
  - ❖ outcomes for children and young people in kinship care
  - ❖ mental health of children in out-of-home care in NSW.
  - ❖ models of service delivery and interventions for children and young people with high needs

### Improving education, health and mental health outcomes

Children and young people in care, particularly those with complex needs, are at significantly higher risk of poor educational achievement. Research shows this is linked to higher rates of unemployment, homelessness, substance abuse and mental health problems.

To help achieve the best possible educational outcomes for all children and young people in out-of-home care, DoCS works with services and other government departments under a number of Memoranda of Understanding (MOUs).

These MOUs assist in better case planning for children and young people who are clients of a number of agencies. For example, under the MOU between DoCS and the Department of Education and Training (DET), regional protocols are being developed which enables the agencies to provide a coordinated approach to responding to the needs of children and young people in out-of-home care, particularly those with complex needs.

Where appropriate it also provides for the development of individual education plans. An independent consultant will evaluate the implementation of this MOU in 2007/08.

Another example of strong working partnerships with other agencies is a joint project between DoCS, DET, NSW Health and the Department of Ageing, Disability and Home Care (DADHC) in the Southern Region, which is targeting children who are at risk of leaving the education system.

In 2007/08, the MOU between DoCS and DADHC should be evaluated. The aim of this MOU is to ensure better outcomes for children and young people with a disability and that case plans are developed collaboratively for each child and young person in a timely manner, communicated to staff responsible for service delivery and implemented, monitored and evaluated.



It is DoCS policy to provide the available relevant medical and psychological history of a child to their carer. A Memorandum of Understanding between DoCS and NSW Health helps to ensure all children and young people in out-of-home care have access to health records documenting their medical history and to ensure that these records remain accessible if they move to other placements.

Other initiatives under this MOU with NSW Health include an agreement between DoCS and the Hunter/New England Area Health Service for NSW Health to provide paediatric assessments on all children entering out-of-home care in the New England region and for children who have not seen a doctor for 12 months.

DoCS has also established partnerships with NSW Health through the new Children's Hospital Westmead's Redbank House and the Sydney Children's Hospital in Randwick.

At Westmead, the Alternate Care Clinic provides mental health services to high needs children who are serviced by DoCS Metro Intensive Support Services or live within DoCS Metro West Region.

The Prince of Wales out-of-home care clinic focuses on babies and children under 12 who have not been in care long or who have experienced multiple care placements. During the year, this clinic saw 50 children. At the clinic, children have access to paediatricians, a psychologist and other health care professionals.

DoCS is also committed to supporting and encouraging vulnerable families and foster and relative carers to complete the universal health screening assessments in the My First Health Record (the *Blue Book*). It provides a personal health record for every child in NSW, including birth details, immunisation records and parenting information such as growth charts and safety tips.

In March 2007 NSW Health issued a revamped *Blue Book* to all parents of new babies in NSW. The *Blue Book* now includes a universal screening tool, the Parent Evaluation of Developmental Status to be completed by a parent/carer when a child is six, 12 and 18 months and two, three and four years old and is to be scored by an early childhood



nurse or health professional. A secondary developmental screening is completed by the parent should the score indicate a need, which may require referral, such as a specialist paediatric assessment.

Kari Aboriginal Resources is funded by DoCS to deliver foster care services across South West Sydney and coordinate comprehensive health assessments for Aboriginal children entering out-of-home care. The fortnightly Kari Clinic is a partnership between Kari, South West Sydney Area Health Service and DoCS and provides paediatric, developmental and psychosocial assessments using a paediatrician, speech pathologist, occupational therapist, physiotherapist and social worker. This clinic assessed 39 children between July 2006 and June 2007.

### Effective assessment

DoCS has developed pathways for decision-making representing integrated assessment arrangements for early intervention, child protection and out-of-home care and is working to prioritise areas for practice improvement and develop specific tools for review and development in areas like restoration, placement and leaving care.

Draft guidelines to assist caseworkers when considering whether restoration is likely to be successful for children and young people have been developed and are expected to be trialled at a number of the permanency planning project sites in 2007/08.

DoCS is finalising the pilot of a new out-of-home care assessment tool which aims to better assess a child or young person's needs and provide caseworkers with guidelines about the best type of care and placement for that child. Following an evaluation of this pilot, it is anticipated that the new assessment tool will be implemented in 2007/08.

### Increasing knowledge and skills of DoCS staff

During the year, DoCS focused on enhancing staff support with all Intensive Support Services caseworkers and managers receiving training in behaviour management strategies. This training has been modified for broader use among all DoCS out-of-home care caseworkers.

DoCS has a case management policy across early intervention, child protection and out-of-home care which defines case management, outlines its elements and provides a set of principles to guide practice. It describes criteria for assignment of case management as well as outlining strategies to manage any associated risks.

DoCS implemented its policy providing guidance to caseworkers making decisions about care placements of siblings. This policy seeks to balance the needs of siblings to be together against the imperative to maintain stable placements where positive attachments have been formed.

### After care services

The *Children and Young Persons (Care and Protection) Act 1998* makes provision for assistance to be given to young people who are transitioning from out-of-home care to independent living, based on an assessment of need. Assistance can take the form of help to obtain accommodation, undertake education and training or access income support and health care. It may also include referrals to counselling services.

During the year, DoCS provided \$3 million directly to support young people who had left care and for specialist after care services, including services for Aboriginal young people.

Improved guidance for caseworkers on the delivery of leaving and after care assistance was developed to ensure services target those most in need and support the transition of young people to independent living. This guidance has been implemented across the State.

During the year, DoCS developed a leaving care booklet, *Your Next Step*, to help young people in the Department's care, planning for leaving care to independent living. *Your Next Step* provides young people 16 years and older with information about the types of services they may need when planning to leave and after they have left care, such as housing and accommodation, finding work and rights and responsibilities.

Young people were involved from the start of the booklet's development and provided DoCS with a valuable insight into the issues they face when moving to independent living. The booklet will also assist DoCS caseworkers and carers to discuss leaving care with young people when developing leaving care plans.

“During the year, DoCS provided \$3 million directly to support young people who had left care and for specialist after care services, including services for Aboriginal young people.”



# 05

## Capacity building

Strengthening our organisation



# 05 Capacity building

Strengthening our organisation



DoCS is a large organisation with a high level of community responsibility and accountability.

To do our work effectively we need a capable, professional and well supported workforce now and into the future.

DoCS is putting in place measures to build our organisational capacity – including large scale recruitment drives to fill hundreds of new positions, and professional development processes to retain and grow a highly skilled and committed team.

We have been improving and implementing our operational policies, procedures and systems for budgeting and finance, records management, human resources, information technology and occupational health and safety.

DoCS continues to conduct rigorous evaluation and use the latest research to ensure our programs and policies have a strong evidence base.

## CAPACITY BUILDING

### Result

DoCS has the resources and skills to deliver the desired results in all core functions effectively

### Objective

- ❖ Improve corporate services and systems to support the delivery of DoCS programs set out in the Corporate Plan and deliver financial performance within budget

### Improving service systems

#### Working together with non-government organisations

Nearly 60 per cent of DoCS total yearly budget goes out to service providers (mainly non-government organisations) to provide services for our clients. Just as reforms have been made within DoCS since 2002, reforms have also been made to the allocation of and accountability for this part of our budget, through a move toward performance-based contracting, building strong service networks, innovations in service planning and

delivery, and increased use of results accountability in planning.

DoCS distributed a *Funding Reform* newsletter to provide funded services with updates on the reform project. Editions were posted on the DoCS website in March 2006 and February 2007.

DoCS also released the *Good Practice Guidelines* in 2006 following consultation with industry groups and with the support of peak bodies. The guidelines support the improvement of quality assurance practices and consistent service development in

funded services. Many services have started to implement the guidelines.

The Brighter Futures Partners Seminars were established to provide a forum for discussion between DoCS and the community services sector. The first seminar was held in March 2007.

A total of 18 information sessions for DoCS funded services on performance-based contracting were conducted in November and December 2006. A number of presentations regarding funding reform for DoCS staff and funded services were delivered at peak forums and conferences.



The non-government organisation (NGO) training program continued in 2006/07 to focus on strengthening DoCS community partners' ability to comply with developments in DoCS policy. The training program develops NGOs' organisational capacity, particularly in the areas of governance and management, child protection, and generally improving their ability to respond to DoCS core business requirements.

During the year, training has been delivered to NGOs in more regions, with 5,800 participant training days (a 10 per cent increase on 2005/06) across the following major areas: frontline management, responding to and working with clients with complex needs, case management and child protection. Within these broad areas, the program has delivered more than 350 training events across NSW, drawing from 25 different NGO-tailored short courses.

A key achievement in 2006/07 has been the initiation of a partnership project with the Supported Accommodation Assistance Program (SAAP) peak bodies and the National Data Collection Agency to lead and undertake the provision of data training to 400 SAAP services across NSW, better supporting their ability to meet new reporting requirements as part of the Department's ongoing funding reforms.

### Professional development and quality assurance

Faced with a huge expansion in its casework services over a relatively short period, DoCS identified the need to focus on the professional development of both new staff and established staff.

The Professional Development and Quality Assurance Program was set up in June 2006 to support high quality and consistent standards of casework and casework management practice at

all levels and in all areas of direct client service delivery. The program builds on prior knowledge and skills, identifies skills and knowledge gaps, challenges existing practices and improves future practice.

Key achievements in 2006/07 included:

- ❖ development of Practice Standards for assessment and intervention
- ❖ recruitment started for regional clinical streams led by new Directors, Practice Standards – so each region and the Helpline will have a senior manager whose role is to focus on supporting staff to improve the quality of their practice
- ❖ development of the tools and measures to undertake quality reviews of all DoCS CSCs over a four-year period
- ❖ central coordination of the implementation of all new policies and procedures
- ❖ establishment of a Drug and Alcohol Expertise Unit

- ❖ professional development initiatives to improve caseworker skills in recognising and assessing neglect and case planning for effective intervention
- ❖ development and piloting of an Induction to Practice program for managers and directors new to DoCS.

### Economics and Statistics

DoCS undertakes economic and statistical analysis to make sure our resources are being used in the most efficient and effective way.

This includes providing economic advice and conducting specialist statistical analysis and modelling to support and inform policy, practice and reform in DoCS.

Over the past year, DoCS Economics and Statistics Branch has contributed to a number of key projects and assessed the economic impacts of a variety of policies. It has also been finalising the Costing Manual version II, which presents indicative costs for early intervention, out-of-home care (OOHC), the Supported Accommodation Assistance Program (SAAP) and children's services. Most significantly, the recent OOHC expression of interest process was underpinned by robust economic and statistical modelling to understand the future demand for services across NSW. Extensive statistical analysis of DoCS child protection data is also helping to shape a project to reform the NSW child protection system in order to improve outcomes for children by better managing demand and enhancing the efficiency of the system.

In 2006/07, DoCS led the Common Chart of Accounts Project, in conjunction with the Department of Ageing, Disability and Home Care and the Department of Housing. The project aims to make financial data consistent across human services community organisations in NSW by providing a common approach to the capture of accounting information, and encouraging all parties to use the same standard terms and categories to refer to the same activities. This will improve the availability of robust and comparable financial data in the sector.

### Data quality and management

The Corporate Information Warehouse (CIW) is a central repository of DoCS information drawn from disparate sources within the organisation to provide a single, integrated view.

The CIW went live in December 2005 and is now the single source of data for DoCS child protection and out-of-home care measures.

The CIW produces data relating to child protection and out-of-home care for DoCS annual reports, reports to the Australian Institute of Health & Welfare and to its external agencies. The quarterly reports published on DoCS website since 2006 are also sourced from the CIW.

During the year a glossary and user guide were developed which will help staff to understand the contents of CIW and develop reports.

Data quality in KIDS for child protection and out-of-home care continues to improve and staff from DoCS Regional Data Services provide support to casework staff to undertake remediation to ensure data accuracy. This year, the team was expanded to provide enhanced support to regional staff, in particular those in rural and remote areas. A dedicated position at the Helpline has also contributed to improvements in data quality.

A number of tools have been developed to provide timely statewide, regional and local level summaries of data quality metrics. These enable management and staff to monitor the progress in remediation and track improvements in data quality over time.

DoCS information systems and data continue to be strengthened through an enhanced data architecture team. This year, logical data models and classification schemas were created to support the development of new corporate information systems including Brighter Futures, Community Online Management System (COMS) and Complaints, Assessments and Review (CAAR).

Assistance was given in the development and implementation of the Out-of-Home Care Minimum Data Set (OOHC-MDS) and Brighter Futures data collections, and the data remediation project, by providing data architecture analysis to define business processes and reporting requirements to ensure these align with business objectives and corporate measures.

The first version of a corporate [data] thesaurus for DoCS was released. Logical data models, classification schemas and data dictionaries were provided to the Office for Children – Children's Guardian to ensure alignment of its information with DoCS.

### Building research and evaluation capacity

In 2006/07, the DoCS library continued to provide services to staff across NSW via the *Library Services Bulletin*, literature searches and interlibrary loans. During the year, the library supplied more than 4,200 copies of articles from the *Library Services Bulletin* and from electronic collections, and provided 312 loans to staff, conducted 42 literature searches, and processed more than 1,300 interlibrary loan requests. The addition of AGIS (Attorney-General's Information Service) Plus Text now provides the library with electronic access to over 1,100 journal titles.

DoCS Centre for Parenting and Research undertakes literature reviews, program evaluation and primary research. Over the year, the centre produced seven literature reviews or issues papers and two reports based on primary research undertaken. It has also initiated four primary research projects related to child protection and out-of-home care and ten Research to Practice Notes, as well as producing regular electronic updates on the latest national and international research.

In addition, the evaluation agenda for 2006/07 and 2007/08 has been developed. This sets out the projects and programs that DoCS will evaluate in the coming year to inform program improvements and results for clients.

A research network, made up of regional and head office staff, provides advice to the centre in relation to the shaping of the research agenda and Research to Practice program. Network members also act as research advocates, promoting the availability and active use of research in the field.

Monthly Research to Practice seminars are held with leading experts on a range of child welfare topics. Seminar kits are distributed to CSCs including DVDs of seminars that are filmed.

### Corporate and business planning

DoCS *Corporate Directions 2006/07* was developed, setting out DoCS one-year priorities under the umbrella of the five-year corporate plan and forms the basis for annual business plans.

The 2007/08 business planning and budgeting processes were directly linked, with each division and directorate required to link their ongoing tasks, actions and strategies to their upcoming year's budget. Business cases were required where the plan did not directly align with an area's budget allocation. These business cases were then evaluated and prioritised at the 2007/08 Executive Budgeting and Planning workshop.

Staff from each DoCS division, directorate and region were supported to develop these plans, which provide the framework for the organisation's regional, branch and unit level plans. The budgeting and planning cycle, now in its third year, ran more smoothly and plans were of much higher quality than previous years.

Regional directors conducted over 80 quarterly business reviews with each community services centre. These reviews focus on achievements against business plan targets and budget management, and are a key accountability tool.

## RESEARCH TO PRACTICE SEMINARS HELD IN 2006/07

Putting research into practice in out-of-home care – international perspectives	Professor Richard Barth, School of Social Work, University of North Carolina, USA
Life pathways and decision-making for very young children in care	Professor Harriet Ward, Centre for Child and Family Research, Loughborough University, UK
Service models for high needs children in OOHC – international and national perspectives	Dr Paul Delfabbro, Department of Psychology, University of Adelaide
Models of service delivery and interventions for high needs children in OOHC	Dr Virginia Schmied, DoCS Centre for Parenting and Research
Attachment issues in child welfare	Dr Robyn Dolby, Senior Research Fellow, Benevolent Society
Improving outcomes for children and young people in OOHC through foster care training and support programs	Dr John Landsverk, Director Child and Adolescent Services Research Centre, San Diego, USA
Research evidence and its influence on early years policy in the UK	Professor Ted Melhuish, Deputy Director, Institute for the Study of Children, Families and Social Issues, Birbeck College, University of London and Executive Director of the National Evaluation of Sure Start, UK
Promoting security and resilience in long-term foster care	Professor Gillian Schofield, Senior Lecturer and Co-Director, Centre for Research on the Child and Family, University of East Anglia, UK
Early intervention research, policy and practice	Professor Ilan Katz, Acting Director, Social Policy Research Centre, University of NSW
Working with high-risk parents – parenting and personality disorder	Dr Louise Newman, Director, NSW Institute of Psychiatry, child and adolescent psychiatrist
The impact of parental mental illness on children – implications for practice	Dr Adrian Falkov, Acting Director MH-Kids, Consultant child and adolescent psychiatrist, John Hunter Hospital
Family group conferencing: the New Zealand experience	Dr Marie Connelly, Chief Social Worker, New Zealand Government
Family group conferencing in Australia	Patricia Kiely, Clinical Psychologist/Manager, Family Work Program, Uniting Care Burnside
Domestic and family violence and child protection: the knowledge base for action	Professor Cathy Humphries, Alfred Felton Chair of Child and Family Welfare, School of Social Work, University of Melbourne
Children and domestic violence: a model of practice	Belinda Cooley, St George Domestic Violence Counselling Service
Childhood neglect – key issues and implications for practice	Dr Johanna Watson, Manager Research, Centre for Parenting and Research
Child neglect and the Children's Court – issues and challenges	Denise Lynch, Lecturer Social Work, Social Policy and Sociology, University of Sydney

## Corporate services

### Legal services

Legal services provides legal advice, assists in reviewing legislation and has carriage of litigation on behalf of the Minister and Director-General in relation to the Department.

In 2006/07 every coronial inquest involving DoCS and a child death was covered by legal services staff.

Four new legal officer positions were successfully recruited in the care legal support teams during the year. A further three positions will be recruited in 2007/08 which will complete the recruitment of legal services staff under the reform process, bringing the team to 14 full-time and 20 part-time positions.

Other achievements include the consolidation of the operation of care legal support teams and further work on a protocol to settle court

documents. An audit of compliance with the protocol was carried out and extensive training was conducted on how legal services can work with caseworkers and managers to improve court processes and documents.

The pilot implementation of legal practice management software (Open Practice) in DoCS International Kidnapping team and subsequent roll-out to the General Litigation team have also been successfully completed.

## LEGAL SERVICES ADVOCACY WORK – NUMBERS OF MATTERS

Type of advocacy	2006/07	2005/06	2004/05
Care proceedings (calendar year) <sup>14</sup>	4,993	3,985	2,867
District Court – appeals in care matters	85	92	54
Administrative Decisions Tribunal matters	23	27	43
International kidnapping matters	124	98	109
Claims which may result in a financial liability	60	86	115
Adoptions – contested	16	30	9
Prosecution of care offences	12	14	9
Responses to subpoena	1,896	1,355	1,592
Family and Federal Magistrates Court – other than international kidnapping but including Magellan matters	223	179	73
Supreme Court – care matters	17	13	18
Claims brought on behalf of children or young persons in out-of-home care	19	37	29
Victims' compensation claims brought on behalf of children or young persons in out-of-home care	94	108	59
Coronial inquiries	21	19	13
Debt recovery	62	55	53
Legal audit of files for children in the parental responsibility of the Minister	134	N/A	N/A

<sup>14</sup> Data supplied by Attorney-General's Department with change in data collection in 2005.

Outcome	Care appeal	Supreme	ADT	Prosecution
DoCS decision upheld/successful in part	9	3		
Application withdrawn/did not proceed – leaving DoCS decision intact	3		8	
DoCS decision reversed	6	1	1	
Advice only			7	12
Current as at 30 June 2007	32	6	7	
<b>Total</b>	<b>50</b>	<b>10</b>	<b>23</b>	<b>12</b>

### Financial services

During 2006/07, a number of improvements were made to the Department's financial management policies and processes to accommodate functional changes and improve funds management.

Key achievements included:

- ❖ running financial workshops for program managers
- ❖ implementing policies and procedures to support the implementation of the new out-of-home care financial system
- ❖ meeting with service providers to improve accounts payable processes
- ❖ improving financial reporting
- ❖ revising financial policies and procedures
- ❖ working with the Department's shared services provider, NSW Businesslink, to develop performance measures for financial services
- ❖ allocating the Department's 2006/07 budget and developing the 2007/08 budget
- ❖ improving month-end accounting processes.

Support was also provided for the implementation of a number of strategic funding reforms. In particular, program managers were assisted to roll-out a number of new performance-based contract arrangements in early intervention, children's services, community services and out-of-home care programs.

### Information and communication technology

DoCS continued to enhance KiDS, its client and case management system. Two major releases occurred in 2006/07, the first in October 2006 to improve integration with the Department's financial management system, and the second in April 2007 to implement new capability in support of the Brighter Futures early intervention program. The April release also included a major upgrade to the hardware platform, providing sufficient capacity for anticipated future growth.

The Corporate Information Warehouse (CIW) was introduced in 2005 and has since been upgraded to accommodate the anticipated growth in users and processing requirements. Significant work has been done to create management dashboards to provide simple and effective snapshots of the Department's performance across key measures. These will be available in 2007/08.

*An Information Management and Technology Strategic Plan* was published in October 2006, and should be updated on an annual basis. This plan integrates the Information Technology and Information Management program of work with the Department's business initiatives, and links these to NSW Government's *People First ICT Strategic Plan*.

### Accommodation

DoCS undertook \$23 million of capital expenditure relating to the Enhanced Service Delivery (ESD) Accommodation Project and other accommodation projects. Major office fitouts were completed at Albury, Auburn, Bankstown, Bega, Bowral, Chatswood JIRT, Coniston (Wollongong), Deniliquin, Grafton, Ingleburn, Nowra, Maitland, Port Macquarie, Tamworth JIRT and Taree.

In 2006/07, DoCS disposed of two properties (commercial office accommodation) at Wagga Wagga and Wyong. The sales proceeds, totalling \$2.13 million, were used to supplement Treasury funding of DoCS reform package.

## Workforce strategies

### Human resources

DoCS continues to recruit new staff across the organisation and employed 3,997 people full and part-time as at 30 June 2007.

#### NUMBER OF EMPLOYEES

2006/07	2005/06	2004/05	2003/04
3,997	3,493	3,090	2,814

Source: DoCS Corporate and Workforce Strategies.

#### NUMBER OF EMPLOYEES BY CATEGORY

Category	2006/07	2005/06
Senior executive	28	26
Senior officers, managers and administrators	66	67
Operational staff	3,238	2,756
Project, program, executive & corporate services staff	598	590
Casuals	69	54
<b>Total</b>	<b>3,997</b>	<b>3,493</b>

Source: DoCS Corporate and Workforce Strategies.

DoCS five full-year \$1.2 billion reform of the child protection system includes the creation of an additional 1,025 caseworker positions and associated professional support positions by 30 June 2008.

This consists of 875 caseworker positions, plus an extra 150 out-of-home care caseworker positions to move DoCS out-of-home care caseload average towards international best practice benchmarks. DoCS now uses a central assessment centre approach to review applications and recruit new field staff following a successful trial in 2006.

Bulk recruitment to caseworker positions aims to meet the recruitment targets under the reform package, along with recruitment drives for other field positions such as Directors Practice Standards and Managers Client Services.

Significant work was undertaken to attract qualified candidates through:

- ❖ marketing programs
- ❖ careers expos across NSW including online virtual career expos
- ❖ a student placement program
- ❖ participation on academic advisory boards and committees to strengthen relationships with the tertiary education sector and to work proactively towards improving the job-readiness of new graduates.

More than 145 students from 15 universities undertook placements across 42 community services centres and 13 specialist offices around NSW during the year.

DoCS is piloting a new temporary caseworker pool so skilled workers can be drawn upon to fill vacancies that arise due to planned and unplanned staff leave. This pilot should be reviewed in 2008.

The Rural Short-Term Secondment Scheme offers metropolitan caseworkers and casework managers the opportunity to undertake a short term secondment to a rural location for up to three months at a time.

During the year, 11 rural short-term secondments took place (eight caseworkers and three casework managers). This scheme not only helps fill short-term vacancies, but gives caseworkers and managers valuable opportunities to promote closer ties and better understanding between metropolitan and regional staff.

In June 2007 DoCS piloted the creation of a permanent caseworker pool. Successful candidates backfill temporary vacancies in a range of offices within a region until such time as a permanent vacancy in their location of preference is available. This strategy improves the take-up rates from assessment centres and assists regions in managing their temporary caseworker vacancies. This pilot will continue in 2007 and be subject to an evaluation process.

In October 2006, the NSW Premier announced the Remote Area Attraction and Retention Pilot, which aims to fill critical vacancies in human services agencies in specific remote locations. DoCS is participating in this pilot project and has identified Bourke, Brewarrina, Walgett and Wilcannia as locations experiencing considerable difficulty in recruiting and retaining staff. An incentive package is being offered to attract people to these locations and to develop local capability. DoCS is expected to fill up to four Aboriginal caseworker positions in Bourke under this initiative.

#### Industrial relations

The Department continued a pattern of regular consultation with the Public Service Association of NSW across a wide range of issues and reforms affecting staff. These included:

- ❖ enhancements to the KiDS system
- ❖ after hours call out arrangements
- ❖ Helpline roster patterns
- ❖ accommodation standards
- ❖ intake assessment guidelines
- ❖ staff professional development and quality assurance
- ❖ major structural reviews – in adoptions, children's services, and funding
- ❖ further specialisation in streams for casework – in early intervention, out-of-home care and child protection
- ❖ major recruitment drives.

These reforms have been addressed with no industrial stoppages and an ongoing commitment to work collaboratively with the union to enhance service delivery.

#### Performance management

DoCS Personal Planning and Review (PPR) process completed its third full year of implementation with more than 3,150 staff meeting all aspects of the process. During the year, a major evaluation was conducted and recommendations for qualitative improvements will be introduced over the next 12 months.

Targeted PPR refresher training and support was delivered to 25 DoCS sites over the year, representing approximately 550 staff and managers.

In November 2006 the inaugural long serving staff ceremony was held, recognising 224 DoCS staff with more than 20 years service. The Director-General and Minister for Community Services provided staff with individually engraved keepsakes as a token of appreciation. These ranged from a watch for those with more than 40



The Long Serving Staff ceremony was an opportunity for people to catch up, mingle and share stories about their lives and work experiences with current and former colleagues. Of those recognised for their service, six staff had more than 40 years experience, 46 had more than 30 years and 172 had been with DoCS for more than 20 years.

years service to a leather-bound compendium for staff with more than 20 years service.

The first DoCS Aboriginal Outstanding Achievement Awards were presented at the 2006 Aboriginal Staff Conference in November 2006. Options for a Department-wide staff recognition program are currently being developed.

### Learning and development

DoCS is a learning organisation and puts significant emphasis on ongoing training and professional development. In 2006/07 DoCS staff attended a total of 30,047 participant training days – a substantial increase from 23,654 days the year before.

More than 400 new staff attended 21 caseworker development courses run during the year.

In total there were 16,229 participant training days in this program, an increase on the 13,370 delivered the previous year.

Six two-week courses in audio and video recording of investigative interviewing were conducted in 2006 in conjunction with the NSW Police. A training package outlining changes to the physical abuse criteria was delivered statewide to all JIRT staff in 2006.

Comprehensive learning and development initiatives were developed over the year to support out-of-home care and early intervention caseworkers, with particular focus on strategies to enhance understanding of home visiting, alcohol and other drugs, domestic violence and working with parents with a disability.

A number of innovative learning and development initiatives for Aboriginal staff have been implemented during the year, including:

- ❖ Mentoring – partners current DoCS managers with Aboriginal staff who have the potential to move into management positions. The pilot

program consists of ten mentoring pairs with representatives from all regions

- ❖ CDC Plus – new and existing Aboriginal casework staff can gain additional support with business writing, IT, social welfare theory and communication skills
- ❖ Diploma of Community Services – approximately 50 Indigenous casework staff are enrolled in the Diploma of Community Services (Protective Intervention). The program will take up to 12 months to complete and involve on the job assessments and gathering a portfolio of evidence.

### Psychological services

The Department employs 45 psychologists who work with DoCS staff and clients. Psychological assessments are performed both for court and to provide staff with help in casework planning. Psychologists also provide professional advice and opinions on clinical and casework matters. The focus is on understanding the particular needs of children and adolescents who have become the responsibility of the Department whether as children at risk, wards, children in the care of the Director-General, or children being considered for adoption.

Significant planning has occurred over 2006/07 to improve outcomes for DoCS clients by delivering consistency of practice for DoCS psychological services. More psychologists are being recruited and improved governance structures, practice guidelines and professional supports are being implemented to build clinical competence.

During the year:

- ❖ a framework for the clinical supervision of psychologists to enhance safe effective practice was developed

- ❖ an action learning framework was progressed with a range of strategies to build the skills and capacity of DoCS psychologists
- ❖ practice standards were improved through the development of practice guidelines and a psychologist's tool kit to govern psychological assessments, brief therapeutic interventions, and consultation liaison
- ❖ an external reference group was established to assist with the reform of the psychology service. The composition of this group is listed on page 144.

### Occupational health and safety

The major components of DoCS occupational health and safety management system are outlined in the *Occupational Health and Safety Strategic Plan 2004-2008*. OHS Control Plans are in place for all DoCS sites and the first Department-wide physical audit exercise was conducted in September 2006.

DoCS continues to improve its workers compensation performance with claim numbers reducing significantly in the past three years, even though staff numbers have been increasing. At 30 June 2007, a total of 192 claims were lodged, an average cost of \$575 per employee. This compares favourably with the previous year's result of 210 claims and an average cost of \$694 per employee at 30 June 2006.

This represents a 21 per cent reduction in claim numbers per 100 full-time equivalent staff, and a 17 per cent reduction in costs from 2005/06.

As a result of the ongoing improvements in workers compensation performance, the DoCS Deposit Premium for workers compensation has reduced in each of the past three years and is now \$1.46 million in surplus.

## WORKERS COMPENSATION CLAIMS

Workers compensation	Fund year		
	2006/07	2005/06	2004/05
Number of claims	192	210	213

Information for the 2004/05 financial year is based on the Chief Executive Officer (CEO) Report (as provided by the TMF) as at 30 June 2005.

Information for 2005/06 and 2006/07 is based on Allianz Workers Compensation claims data as at 30 June each year (CEO Report not available).

Comprehensive First Aid and Emergency Management policies and procedures were introduced across the Department, requiring each DoCS site to establish and monitor standard plans to address these critical safety features. A Return to Work Policy was also upgraded and promoted throughout the Department.

A pilot of a number of common safe work practices and a Client Context Risk Management Tool for preventing and managing potential client initiated violence was conducted at four sites across the Department. Staff training in this tool across DoCS will be completed in 2007/08.

Two Prohibition and Improvement Notices were issued under OHS legislation during 2006/07.

DoCS uses Allianz Australia Insurance Ltd to effect its insurance requirements.

### Aboriginal services

DoCS actively recruits Aboriginal employees. As of June 2007 approximately seven per cent of all DoCS staff were Aboriginal or Torres Strait Islander, well exceeding the NSW Government target of two per cent.

The Aboriginal Services Branch is a central source of expert, specialist advice on issues affecting DoCS Aboriginal staff and clients and works across all areas of the organisation.

To position the branch as a leader for change within DoCS in respect to Aboriginal services, a reorganisation took place in May 2007. In the new arrangements four specialist teams have been established to provide a

stronger focus on the core functional areas of DoCS:

- ❖ Early Intervention and Intensive Family Based Services
- ❖ Child Protection and Out-of-Home Care
- ❖ Employment & Development
- ❖ Program Coordination teams.

Permanent funding has been allocated to the implementation of the Aboriginal Intensive Family Based Services program with services currently being established in Mt Druitt and Hunter/Central Coast. The IFBS program aims to reduce the number of Aboriginal children and young people entering out-of-home care.

In November 2006 DoCS implemented the DoCS Aboriginal Strategic Commitment to improve services to Aboriginal staff and clients. Regional strategic commitments were also developed and launched on Sorry Day, 26 May 2007.

In November 2006 DoCS held an Aboriginal Staff Conference in Sydney to increase staff learning and development opportunities, share information and make recommendations about core business practices.

The Department continues to develop and implement programs designed to strengthen the skills and capacity of Aboriginal staff. These programs include the Diploma of Community Services for staff who don't have a tertiary qualification, Aboriginal Mentoring for Management Program and an enhanced Caseworker Development Course (CDC Plus).

There are currently five Aboriginal cadets in the DoCS Aboriginal Cadetship Program. One cadet has already successfully completed the program and is now a permanent employee of the Department.

### Multicultural services

Better service delivery to culturally and linguistically diverse families and communities was achieved in the areas of cross-cultural casework practice, language services, training, research, and targeted initiatives with new and emerging communities, helping to build and strengthen DoCS cultural competence.

After a review in 2005, the Multicultural Caseworker Program has been improved with new program guidelines developed in 2006 and an additional 61 multicultural caseworker positions created across NSW to provide casework to people from 17 different communities. Multicultural caseworkers with bilingual and cross-cultural skills conduct casework with children and families from their target communities and provide information and advice to their colleagues. The Department is currently recruiting to the new positions.

A resource for caseworkers, *Practice Resource for Secondary Risk of Harm Assessments with Migrant and Refugee Families*, was completed in March 2007 and placed on the Department's intranet. Standards for effective cross-cultural casework and staff training will reinforce this new resource.

The DoCS Multicultural Staff Conference was held in November 2006 to explore practical strategies for improving cultural competence across the organisation and to share internal and external expertise.

Under the Community Language Allowance Scheme (CLAS) the Department now has 105 staff with registered language skills (covering 28 languages) to support communication with the diverse NSW community. This increased from 84 CLAS staff in the previous year.

Interpreter services for clients of DoCS-funded organisations have been consolidated, with the Translating and Interpreting Service (TIS) contracted to provide this service for the next three years with a two-year option to extend. In June 2007, there were 334

funded organisations registered with the Department to receive interpreter services for their clients, where DoCS covers the cost. During the year, 5,600 instances of interpreter service were provided through this program for clients of funded organisations.

A number of new resources were created, including the Pacific Community Parenting Magazine (produced in English, Samoan, Tongan and Fijian), which gives parents information on good parenting practice, tips on discipline, building good relations, schooling and health.

For details of the Department's progress in implementing the Ethnic Affairs Priorities Statement (EAPS) Plan in 2006/07 and strategies for 2007/08 see Appendix 4.

As of June 2007, approximately seven per cent of all DoCS staff were Aboriginal or Torres Strait Islander, exceeding the NSW Government target of two per cent.



### External relations and freedom of information

DoCS continued to make information about its services widely available, with more than 794,623 resources sent to staff, government and non-government organisations and the general public. This included a series of publications to promote and communicate the latest research in early intervention, child protection and out-of-home care.

There were 1,043,940 visits to DoCS main website, which features corporate and program information, as well as data, policies, news, publications and reports for both the community and our stakeholders.

The bimonthly newsletter for stakeholders, *Inside Out*, was redesigned to enhance readability and its distribution broadened to include all DoCS funded services.

DoCS new sponsorship policy and application forms were placed on the website to make the application process more open and accessible.

The Social Research report, *Spotlight on Safety*, was published in September 2006. This research on community attitudes to child protection, foster care and parenting is helping to inform service delivery, policy, legislation and community education programs to further strengthen the NSW child protection system.

Activities to improve support for foster carers included production of a partnership agreement and quarterly issues of a newsletter for foster carers, *Fostering our Future*. A centralised 1800 telephone inquiry number was trialled to provide a single contact point for people interested in becoming foster carers.

DoCS coordinated activities across NSW for Children's Week, and supported activities for Foster Care Week and Child Protection Week.

A full list of publications produced by DoCS in 2006/07 can be found in Appendix 8.

The Department also maintains the following websites:

[www.community.nsw.gov.au](http://www.community.nsw.gov.au)  
[www.parenting.nsw.gov.au](http://www.parenting.nsw.gov.au)  
[www.families.nsw.gov.au](http://www.families.nsw.gov.au)  
[www.youthpartnership.nsw.gov.au](http://www.youthpartnership.nsw.gov.au)  
[www.pacificyouth.nsw.gov.au](http://www.pacificyouth.nsw.gov.au)  
[www.aboutdaterape.nsw.gov.au](http://www.aboutdaterape.nsw.gov.au)  
[www.communitybuilders.nsw.gov.au](http://www.communitybuilders.nsw.gov.au)  
[www.youth.nsw.gov.au](http://www.youth.nsw.gov.au)  
[www.youthweek.nsw.gov.au](http://www.youthweek.nsw.gov.au)

Visitation statistics software has recently been placed on BusinessLink servers allowing performance monitoring to occur for more of the DoCS-managed websites.

DoCS main website – [www.community.nsw.gov.au](http://www.community.nsw.gov.au) – features corporate and program information, as well as data, policies, news, publications and reports for both the community and for our stakeholders. This website received more than one million visits in 2006/07. This figure is more accurate than previous years' figures due to the installation of web analytic software.



## SPOTLIGHT ON SAFETY

What are the barriers to becoming a foster carer? Where do parents go for support and information? What does the community know and understand about child protection in NSW?

These are just some of the questions asked in a world-first social research project commissioned by DoCS.

The research findings are based on an international literature review, qualitative research from focus groups and a telephone survey of 1,500 adults across NSW. A random sampling approach was used meaning the results are representative of the views of the whole community in NSW.

Many people had difficulty recognising different types of neglect and abuse, and of people who had occasion to suspect child abuse in the past, 43 per cent did not report it to anyone. Less than one in 20 people could accurately assess the number of child protection reports made in NSW.

The survey found that the community agrees DoCS has a difficult job and that child protection issues are often complex. The research also found that while people tended to place a high value on children, the actions they were prepared to take did not always reflect this.

The raw data from the survey will be further analysed to look at whether there are common characteristics across demographics. This will help shape future community education programs, as well as service delivery and policy development.

*Spotlight on Safety* is available online at [www.community.nsw.gov.au](http://www.community.nsw.gov.au).



The [communitybuilders.nsw](http://communitybuilders.nsw) website provides practical resources and a communication channel for people who are working to strengthen the capacity of their communities. The site supports the NSW Government's community development policy and commitment to community renewal by addressing social, economic and environmental issues.

During the year, the [communitybuilders](http://communitybuilders.nsw) site attracted 817,672 visits. In the same period, 150 new resources such as case studies and related reading were published on the site along with more than 300 new events. A new section on accessing funding was launched during the year, providing information on 183 grants and awards available from 137 organisations. Initiatives to enhance and review the site are ongoing.

The [youth.nsw](http://youth.nsw) site attracted 85,027 visits in 2006/07, an increase of 23 per cent on the previous year.

### Corporate and ministerial information

Documents addressed to the Director-General and Minister were reviewed, registered, allocated, coordinated and tracked. DoCS ensured that material was accurate, current and consistent with departmental and government policies. It also prepared parliamentary material and briefings promptly and efficiently.

More than 6,186 items of ministerial correspondence were dealt with during 2006/07. Numerous documents such as briefing notes, memos, letters and reports were also processed.

### Freedom of information

There were 375 applications processed for access to DoCS records under the *Freedom of Information Act 1989* with 98.9 per cent of these applications processed within the time frames in the Act (generally 21 days).

Eight of the applications processed in 2006/07 were for administrative or policy documents, while 367 were from parents, children, carers and solicitors seeking access to personal information. Many of the requests were granted in part because the law requires DoCS to protect certain third party information, such as the names of people who make child protection reports.

Former wards of the State are entitled to access documents about their period in care at no charge. DoCS Freedom of Information Unit processes applications from former wards now living outside NSW. Those who live in NSW can receive this service from their local community services centre.

Five applications for internal review were lodged with DoCS during 2006/07 and the Ombudsman investigated, and subsequently upheld one FOI determination. During 2005/06, seven applications were lodged.

## STATISTICS RELATING TO THE FREEDOM OF INFORMATION ACT 1989

	1 July 2006 to 30 June 2007 inclusive			1 July 2005 to 30 June 2006 inclusive		
	Personal	Other	Total	Personal	Other	Total
<b>FOI requests</b>						
New (including transferred in)	377	9	386	412	2	414
Brought forward	23	0	23	22	4	26
<b>Total to be processed</b>	<b>400</b>	<b>9</b>	<b>409</b>	<b>434</b>	<b>6</b>	<b>440</b>
Completed	332	4	336	363	3	366
Transferred out	0	0	0	0	0	0
Withdrawn	35	4	39	37	3	40
<b>Total processed</b>	<b>367</b>	<b>8</b>	<b>375</b>	<b>400</b>	<b>6</b>	<b>406</b>
Unfinished	33	1	34	24	0	24
<b>Result of FOI requests</b>						
Granted in full	23	1	24	29	2	31
Granted in part	264	3	267	275	1	276
Refused	44	1	45	59	0	59
Deferred	0	0	0	0	0	0
Completed	331	5	336	363	3	366
<b>Ministerial Certificates</b>						
Ministerial Certificates issued			0			0
<b>Formal consultations</b>						
Requests requiring formal consultations			46			58
Formal consultations conducted			49			61
<b>Amendment of personal records</b>						
Result of amendment – agreed			0			1
Result of amendment – refused			0			0
<b>Total processed</b>			<b>0</b>			<b>1</b>
<b>Notation of personal records</b>						
Requests for notation			0			0
<b>FOI requests granted in part or refused</b>						
Section 19 (application incomplete, wrongly directed)	0	0	0	0	0	0
Section 22 (deposit not paid)	0	0	0	0	0	0
Section 25 (1) (a1) (diversion of resources)	0	1	1	2	0	2
Section 25 (1) (a) (exempt)	276	3	279	293	1	294
Section 25 (1) (b), (c), (d) (otherwise available)	0	1	1	0	0	0
Section 28 (1) (b) (documents not held)	32	1	33	38	0	38
Section 24 (2) (deemed refused, over 21 days)	1	1	2	2	0	2
Section 31 (4) (released to Medical Practitioner)	1	0	1	0	0	0
<b>Total</b>	<b>310</b>	<b>7</b>	<b>317</b>	<b>335</b>	<b>1</b>	<b>336</b>

	1 July 2006 to 30 June 2007 inclusive			1 July 2005 to 30 June 2006 inclusive		
	Personal	Other	Total	Personal	Other	Total
<b>FOI requests</b>						
<b>Days to process</b>						
0-21 days	214	3	217	269	1	270
22-35 days	118	1	119	92	2	94
Over 35 days	0	0	0	2	0	2
<b>Total completed</b>	<b>332</b>	<b>4</b>	<b>336</b>	<b>363</b>	<b>3</b>	<b>366</b>
<b>Processing time</b>						
0-10 hours	124	3	127	165	2	167
11-20 hours	199	0	199	193	1	194
21-40 hours	9	1	10	4	0	4
Over 40 hours	0	0	0	1	0	1
<b>Total completed</b>	<b>332</b>	<b>4</b>	<b>336</b>	<b>363</b>	<b>3</b>	<b>366</b>
<b>Reviews and appeals</b>						
Internal reviews finalised			5			7
Ombudsman reviews finalised			1			0
Administrative Decisions Tribunal appeals finalised			0			0
<b>Internal review results – grounds on which review requested</b>						
<b>Upheld:</b>						
Access refused	4	0	4	0	0	0
Deferred	0	0	0	0	0	0
Exempt matter	0	0	0	5	0	0
Unreasonable charges	0	0	0	0	0	0
Charge unreasonable	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0
<b>Total upheld</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>5</b>
<b>Varied:</b>						
Access refused	0	0	0	1	1	2
Deferred	0	0	0	0	0	0
Exempt matter	1	0	1	0	0	0
Unreasonable charges	0	0	0	0	0	0
Charge unreasonable	0	0	0	0	0	0
Withdrawn	0	0	0	0	0	0
<b>Total varied</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>2</b>
<b>Costs and fees of requests processed</b>						
	1 July 2006 to 30 June 2007 inclusive			1 July 2005 to 30 June 2006 inclusive		
All completed requests	Assessed costs \$9,500	FOI fees received \$9,500		Assessed costs \$13,320	FOI fees received \$12,919	
	Personal	Other	Total	Personal	Other	Total
<b>Discounts allowed</b>						
Public interest	0	0	0	0	0	0
Financial hardship – pensioner/child	134	1	135	117	0	0
Financial hardship – non profit	0	0	0	3	0	0
<b>Total</b>	<b>134</b>	<b>1</b>	<b>135</b>	<b>120</b>	<b>0</b>	<b>120</b>
Significant correction of personal records	0	0	0	0	0	0

Note: Assessed costs are estimates of the cost of processing applications. FOI fees received are the actual fees received.



## FOI Statement of Affairs

### Structure and functions of the Department

The Department's structure and functions are described elsewhere in this Annual Report. Contact details are included in this Statement of Affairs.

### Effect of the Department's functions on members of the public

DoCS provides departmental services and funds other community services to protect children and to support and strengthen families and communities.

When carrying out these functions, DoCS makes decisions in accordance with the requirements of the relevant legislation, interagency guidelines and/or agreements, departmental policies and DoCS *Code of Conduct*. In particular, the *Children and Young Persons (Care and Protection) Act 1998* requires DoCS to make decisions which are in the best interests of children at risk.

### Arrangements for public participation in policy formation

DoCS is committed to a policy of consultation with clients and community partners. These include funded services, service providers, local government and other NSW Government agencies.

Any member of the public may participate in our policy formation by writing to the Director-General with suggestions or raising issues that concern them or the community. Various forums have also been established with this as one of their aims.

### Documents held by the Department

#### Policy documents

DoCS has policy documents in a number of program areas, including early intervention, child protection, out-of-home care and adoption, children's services, support services for families and individuals, community development and homelessness services.

#### File management

Departmental files are maintained on all areas of DoCS work, including early intervention, child protection, out-of-home care, family casework, children's services, other community funding programs and disaster welfare. DoCS also keeps files on its management, organisation and administrative responsibilities.

#### Electronically stored records

DoCS holds information electronically on all areas of its work, including client case management, adoption, children's services, grants to community services and organisations, correspondence received, the location of departmental files and feedback from clients.

### Brochures, booklets, fact sheets, guidelines

DoCS produces a range of material on various aspects of its operations. Many of these publications are available free of charge. Some publications on adoption and operating children's services are available for purchase.

A list of publications produced in 2006/07 is in Appendix 8.

### Accessing and amending documents

Many DoCS publications are available via the News & Publications page on the website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

Members of the public can seek access to departmental records via an FOI request. Requests must be in writing along with a \$30 application fee (\$15 concession rate). Applications to amend or notate DoCS records, for which there is no fee, can also be made to the FOI Unit.

### Contact details

Freedom of Information Unit  
NSW Department of  
Community Services

Locked Bag 4028  
Ashfield NSW 2131  
Phone: (02) 9716 2662

FOI application forms can also be downloaded from [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

Applications can be mailed to the above address or lodged at any DoCS community services centre.

## Governance

The governance function deals with the processes by which DoCS is managed and held to account. It includes business assurance and privacy.

The objectives of good corporate governance in DoCS are to ensure that:

- ❖ we achieve our objectives in a way that enhances confidence in our organisation, and confidence in our decisions and actions
- ❖ our managers and staff, the Government and the Parliament, and the people of New South Wales can rely on us to do our work well and with the highest standards of probity and integrity.

The annual report is our key progress report of achievements within the NSW Department of Community Services.

## Business assurance

Business assurance functions in DoCS to review, appraise and recommend improvements to internal control systems established by management and evaluate the effectiveness of control systems and provides strategic advice on risk management. A number of internal audits were carried out during the year.

An Internal Audit Committee assists the Director-General to manage the Department's main risks by providing advice regarding:

- ❖ determination of the Department's main risks
- ❖ reduction of the likelihood and consequence of those risks
- ❖ adequacy of the business assurance function in addressing the risks
- ❖ adequacy of other management controls designed to address the main risks
- ❖ discharge of responsibility to exercise due care, diligence and skill
- ❖ improvement in accountability processes

- ❖ improvement in the effectiveness of internal and external audit through communication
- ❖ improvement in the quality of internal and external reporting of financial and non-financial information
- ❖ fostering an ethical culture in DoCS
- ❖ fulfilling the legal requirements of Section 11 of the *Public Finance and Audit Act 1983*.

Members of the committee are appointed for a period of not less than two years and meetings are chaired by the Director-General. The committee meets bimonthly and six meetings were held during the year. Details of the committee's membership can be found in Appendix 2 of this report.

## Risk management

DoCS assures the continuity of its business with a systematic framework to identify, assess, monitor, overcome or mitigate and report on all significant risks to its business, whether of an adverse kind or by loss of potential opportunities.

This requires an understanding of the main risks likely to confront its business and their likely impact. DoCS has plans and strategies in place to address them in a timely fashion.

Periodic risk analyses, reviews and audits assess the risks associated with corporate strategies and monitor and report on how we make sure that our business can continue in the face of risks.

## Fraud control

DoCS Fraud Control Plan defines fraud and explains to staff and management their responsibilities and how to deal with and report fraud. An important feature of the plan is the *Guide to Fraud Risk Assessment*, a questionnaire that must be applied by all DoCS units. This guide provides a comprehensive list of questions that need to be asked about the most common administrative processes,

with a view to determining whether better controls need to be in place.

The plan is also on the DoCS website and accessible by non-government service providers. Of specific interest are *Fraud Risk Assessment for Service Providers* and *Practice Notes on Internet Fraud for DoCS Funded Services on Internet Banking and Internet Purchasing Fraud*.

## Complaints, assessment and review

### Child deaths and critical reports

NSW has a comprehensive framework for the oversight of the deaths of children, with each relevant agency having a different perspective or focus.

DoCS Child Deaths and Critical Reports Unit examines DoCS involvement with a child who has died. The aim is to identify what DoCS can learn from the tragedy.

DoCS conducted 96 initial reviews during the year and 18 detailed reviews which included interviews with staff and review of policies and procedures. As a result of this work, seven practice reviews were held where staff were offered an opportunity to reflect on practice issues identified through the review process. In addition to reviewing the deaths of individual children, a number of projects were undertaken to improve knowledge and practice in areas where child deaths might be prevented, for example due to substance abuse and co-sleeping with babies or the risk-taking activities of adolescents.

DoCS also works closely with other agencies involved in the review of child deaths, particularly the NSW Ombudsman and the NSW Coroner. The effective exchange of information ensures that lessons can be learned from the tragic death of a child and can assist to improve organisational policies, procedures and the practice of staff.

**Allegations against employees**

DoCS has a responsibility to coordinate its responses to allegations of reportable conduct made against authorised carers, DoCS staff and others who do work for DoCS. All serious allegations of reportable conduct against authorised carers are investigated centrally, with less serious matters investigated by local offices.

During the year, 55 cases were investigated. Training was provided to 118 field staff to assist local offices to investigate allegations.

During the year, 389 cases of reportable conduct were dealt with.

As a result of the NSW Ombudsman escalating its oversight of matters during the year, there was an increase of approximately 79 per cent in the number of requests for information.

**Information exchange**

DoCS responses to complaints, investigations and reviews initiated by the NSW Ombudsman are coordinated centrally. The Ombudsman also refers complaints directly to operational units for local resolution. There was an increase of 41 per cent in these requests from the Ombudsman in 2006/07.

DoCS also provides information to external agencies following a request. In particular, information is provided to the NSW Police, the NSW Department of Corrective Services and the Commission for Children and Young People. This information is provided in accordance with the provisions of the *Children and Young Persons (Care and Protection) Act 1998*. Requests from all external agencies have increased by approximately 54 per cent since 2005/06.

**PROVISION OF INFORMATION**

	2006/07	2005/06
Commission for Children and Young People (s14AA requests) – number of individuals checked	266	547
Department of Corrective Services – child safety checks and s248 requests	492	218 <sup>1</sup>
Police – requests to assist police investigations	42	49
Other agencies	221 <sup>2</sup>	76
Reportable conduct matters referred to the Ombudsman	363 <sup>3</sup>	350
Requests for information by the Ombudsman relating to allegations against employees	263	147

<sup>1</sup> Process commenced mid way through 2005/6 period.

<sup>2</sup> New process re Aboriginal Trust Fund Repayment Scheme accounted for 60 of these requests.

<sup>3</sup> 25 cases of reportable conduct were not reported to the Ombudsman as they are part of a 'class or kind' agreement.

Source: DoCS Complaints, Assessment and Review Branch.

**REQUESTS**

	2006/07	2005/06
Coroner requests – number of individuals checked as part of requests	126	178
Ombudsman reviewable child death team requests	58	70
Ombudsman complaints directed to Information Exchange Unit	66	86
Ombudsman local resolution complaint matters requiring Information Exchange Unit coordination	157	32
Local resolution matters referred to the field by the Ombudsman	124	128
Total Ombudsman complaints new in period	347	246
Ombudsman inquiries and investigations (new in period)	19	20
Ombudsman inquiries and investigations (ongoing and monitored in period)	7	6
Ombudsman reviews (new in period)	51 <sup>1</sup>	15
Ombudsman reviews (ongoing or monitored in period)	6	3*

<sup>1</sup> A group review was conducted of 50 children under five in out-of-home care – subsequent reviews have been conducted re some of the individuals. Six other unrelated reviews took place.

Source: DoCS Complaints, Assessment and Review Branch.

## Complaints

DoCS has a centralised system for handling complaints and inquiries made by clients about DoCS services. People can make complaints directly or are referred from other areas of DoCS. Effective handling of complaints helps to identify ways in which DoCS services can be improved.

DoCS encourages clients who are dissatisfied with any aspect of DoCS service to raise their concerns with their local community services centre. However, if the efforts to resolve matters locally are unsuccessful then clients can raise the matter with the DoCS Complaints Unit.

This year 3,078 inquiries and complaints were received by the Complaints Unit, an increase of

15.5 per cent on the previous year. A proportion of this increase came as a result of issues relating to new payment procedures for foster carers in November/December 2006.

Approximately 52 per cent of complaints and inquiries related to out-of-home care matters, while approximately 25 per cent of all inquiries and complaints were related to child protection matters.

## COMPLAINTS 2006/07

Matters handled	2006/07	2005/06
Complaints	2,324	1,835
Other – including inquiries and ‘no stated issues’	754	831
Totals	3,078	2,666

Source: DoCS Complaints, Assessment and Review Branch.

# 06 Financial Statements

For the year ended 30 June 2007



# Independent Audit Report



GPO BOX 12  
Sydney NSW 2001

## INDEPENDENT AUDITOR'S REPORT

Department of Community Services

To Members of the New South Wales Parliament

I have audited the accompanying financial report of the Department of Community Services (the Department), which comprises the balance sheet as at 30 June 2007, the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues, and summary of compliance with financial directives for the year then ended, and a summary of significant accounting policies and other explanatory notes.

### Auditor's Opinion

In my opinion, the financial report:

- presents fairly, in all material respects, the financial position of the Department as at 30 June 2007, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations)
- is in accordance with section 45E of the *Public Finance and Audit Act 1983* (the PF&A Act) and the *Public Finance and Audit Regulation 2005*.

### Director-General's Responsibility for the Financial Report

The Director-General is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) and the PF&A Act. This responsibility includes establishing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. I conducted my audit in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Department's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Department's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Director-General, as well as evaluating the overall presentation of the financial report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

# Independent Audit Report cont.

*My opinion does not provide assurance:*

- about the future viability of the Department,
- that it has carried out its activities effectively, efficiently and economically,
- about the effectiveness of its internal control, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

*Independence*

In conducting this audit, the Audit Office has complied with the independence requirements of the Australian Auditing Standards and other relevant ethical requirements. The PF&A Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.



J Khair B Ec FCPA  
Director, Financial Audit Services

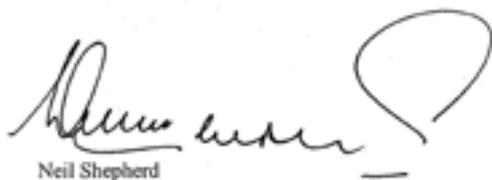
26 September 2007  
SYDNEY

# Statement by Department Head

**DEPARTMENT OF COMMUNITY SERVICES  
STATEMENT BY THE DIRECTOR-GENERAL  
FOR THE YEAR ENDED 30 JUNE 2006**

Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that:

- a) the accompanying financial statements have been prepared in accordance with applicable Australian Accounting Standards (which include Australian Equivalents to International Financial Reporting Standards (AEIFRS)), the provisions of the Public Finance and Audit Act 1983, the applicable Public Finance and Audit Regulation 2005, the Financial Reporting Code for Budget Dependent General Government Sector Agencies and the Treasurer's Directions;
- b) the statements exhibit a true and fair view of the financial position and transactions of the Department; and
- c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.



Neil Shepherd  
Director-General

# Operating Statement

For the year ended 30 June 2007

Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
<b>Expenses excluding losses</b>			
Operating expenses			
	Employee related		
2(a)	<b>305,092</b>	<b>315,624</b>	264,436
	Other operating expenses		
2(b)	<b>131,246</b>	<b>124,407</b>	110,975
	Depreciation and amortisation		
2(c)	<b>19,284</b>	<b>20,592</b>	17,527
	Grants and subsidies		
2(d)	<b>678,161</b>	<b>669,308</b>	613,567
	<b>Total expenses excluding losses</b>		
	<b>1,133,783</b>	<b>1,129,931</b>	1,006,505
Less:			
<b>Revenue</b>			
	Sale of goods and services		
3(a)	<b>1,784</b>	<b>2,782</b>	3,621
	Investment income		
3(b)	<b>2,051</b>	<b>984</b>	2,466
	Grants and contributions		
3(c)	<b>1,969</b>	<b>7,484</b>	8,456
	Other revenue		
3(d)	<b>7,081</b>	<b>-</b>	6,632
	<b>Total revenue</b>		
	<b>12,885</b>	<b>11,250</b>	21,175
	<b>(Gain)/Loss on disposal of non-current assets</b>		
4	<b>(69)</b>	<b>167</b>	438
	<b>NET COST OF SERVICES</b>		
20	<b>1,120,829</b>	<b>1,118,848</b>	985,768
<b>Government contributions</b>			
	Recurrent appropriation		
5	<b>1,065,714</b>	<b>1,067,299</b>	957,198
	Capital appropriation		
5	<b>30,543</b>	<b>26,203</b>	30,228
	Acceptance by the Crown Entity of employee benefits and other liabilities		
6	<b>10,038</b>	<b>20,700</b>	12,860
	<b>Total Government contributions</b>		
	<b>1,106,295</b>	<b>1,114,202</b>	1,000,286
	<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		
	<b>(14,534)</b>	<b>(4,646)</b>	14,518

The accompanying notes form part of these statements.

# Balance Sheet

For the year ended 30 June 2007

## ASSETS

### Current assets

Cash and cash equivalents

Receivables

Non-current assets held for sale

### Total current assets

### Non-current assets

Property, plant and equipment

Land and buildings

Plant and equipment

Total property, plant and equipment

Intangible assets

### Total non-current assets

### Total assets

## LIABILITIES

### Current liabilities

Payables

Borrowings

Provisions

Other

### Total current liabilities

### Non-current liabilities

Payables

Provisions

### Total non-current liabilities

### Total liabilities

### Net assets

## EQUITY

Reserves

Accumulated funds

### Total equity

The accompanying notes form part of these statements.

Notes	Actual 2007 \$'000	Budget 2007 \$'000	Actual 2006 \$'000
8	6,707	–	12,256
9	13,565	10,286	13,655
10	3,917	3,757	–
	<b>24,189</b>	<b>14,043</b>	25,911
11			
	72,597	66,958	75,243
	64,060	60,140	52,179
	<b>136,657</b>	<b>127,098</b>	127,422
12	6,922	6,019	6,019
	<b>143,579</b>	<b>133,117</b>	133,441
	<b>167,768</b>	<b>147,160</b>	159,352
13	34,242	6,260	21,160
	–	12	–
14	32,327	35,243	27,901
15	0	56	56
	<b>66,569</b>	<b>41,571</b>	49,117
13	10,850	8,580	8,580
14	183	170	170
	<b>11,033</b>	<b>8,750</b>	8,750
	<b>77,602</b>	<b>50,321</b>	57,867
	<b>90,166</b>	<b>96,839</b>	101,485
16	56,289	53,957	53,957
16	33,877	42,882	47,528
	<b>90,166</b>	<b>96,839</b>	101,485

# Statement of Recognised Income and Expense

For the year ended 30 June 2007

Net increase/(decrease) in property, plant and equipment asset revaluation reserve

**TOTAL INCOME AND EXPENSE  
RECOGNISED DIRECTLY IN EQUITY**

Surplus/(deficit) for the year

**TOTAL INCOME AND EXPENSE  
RECOGNISED FOR THE YEAR**

Notes	<b>Actual 2007 \$'000</b>	<b>Budget 2007 \$'000</b>	Actual 2006 \$'000
16	<b>3,215</b>	-	3,215
	<b>3,215</b>	-	3,215
	<b>(14,534)</b>	<b>(4,646)</b>	14,518
	<b>(11,319)</b>	<b>(4,646)</b>	17,733

The accompanying notes form part of these statements.

# Cash Flow Statement

For the year ended 30 June 2007

## CASH FLOWS FROM OPERATING ACTIVITIES

### Payments

Employee related	(290,188)	(288,260)	(247,958)
Grants and subsidies	(739,712)	(669,308)	(670,449)
Operating related expenses	(125,940)	(195,689)	(121,097)

### Total payments

	<b>(1,155,840)</b>	<b>(1,153,257)</b>	(1,039,504)
--	--------------------	--------------------	-------------

### Receipts

Sale of goods and services	1,784	2,782	3,621
Interest received	2,490	805	1,744
GST recoveries	73,463	68,092	67,170
Other	7,069	-	14,713

### Total receipts

	<b>84,806</b>	<b>71,679</b>	87,248
--	---------------	---------------	--------

### Cash flows from/(to) Government

Recurrent appropriation	1,065,658	1,067,299	956,216
Capital appropriation	30,543	26,203	30,193
Cash reimbursements from the Crown Entity	-	-	-

### Net cash flows from/(to) Government

	<b>1,096,201</b>	<b>1,093,502</b>	986,409
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## NET CASH FLOWS FROM OPERATING ACTIVITIES

20	<b>25,167</b>	<b>11,924</b>	34,153
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## CASH FLOWS FROM FINANCING ACTIVITIES

Proceeds from advances

	-	-	-
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## CASH FLOWS FROM INVESTING ACTIVITIES

Proceeds from sale of land and buildings and plant and equipment

	<b>2,049</b>	<b>2,011</b>	1,299
--	--------------	--------------	-------

Purchases of land and buildings and plant and equipment

	<b>(32,765)</b>	<b>(26,203)</b>	(32,501)
--	-----------------	-----------------	----------

## NET CASH FLOWS FROM INVESTING ACTIVITIES

	<b>(30,716)</b>	<b>(24,192)</b>	(31,202)
--	-----------------	-----------------	----------

## NET INCREASE/(DECREASE) IN CASH

	<b>(5,549)</b>	<b>(12,268)</b>	2,951
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Opening cash and cash equivalents

	<b>12,256</b>	<b>12,256</b>	9,305
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## CLOSING CASH AND CASH EQUIVALENTS

8	<b>6,707</b>	<b>(12)</b>	12,256
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The accompanying notes form part of these statements.

# Program Statement – Expenses and Revenues

For the year ended 30 June 2007

AGENCY'S EXPENSES AND REVENUES	Program 1.1		Program 1.2	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	11,410	8,779	33,591	31,600
Other operating expenses	4,909	3,829	14,450	13,617
Depreciation and amortisation	723	608	2,123	2,158
Grants and subsidies	247,110	254,820	152,579	121,564
<b>Total expenses excluding losses</b>	<b>264,152</b>	<b>268,036</b>	<b>202,743</b>	<b>168,939</b>
<b>Revenue</b>				
Sales of goods and services	758	1,432	132	281
Investment income	71	85	257	308
Grants and contributions	807	5,172	39	198
Other revenue	2,903	1,623	142	315
<b>Total revenue</b>	<b>4,539</b>	<b>8,312</b>	<b>570</b>	<b>1,102</b>
(Gain)/loss on disposal of non-current assets	-	-	-	-
<b>Net cost of services</b>	<b>259,613</b>	<b>259,724</b>	<b>202,173</b>	<b>167,837</b>
Government contributions*	-	-	-	-
<b>NET EXPENDITURE/(REVENUE) FOR THE YEAR</b>	<b>259,613</b>	<b>259,724</b>	<b>202,173</b>	<b>167,837</b>
<b>ADMINISTERED EXPENSES AND REVENUES</b>				
<b>Administered expenses</b>				
Other	-	-	-	-
<b>Total administered expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administered revenues</b>				
Other	-	-	-	-
<b>Total administered revenues</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administered revenues less expenses</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

The name and purpose of each program is summarised in Note 7.

\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the "Not Attributable" column.

### Supplementary Financial Statements

Program 1.3		Program 1.4		Not Attributable		Total	
2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>179,058</b>	156,996	<b>81,033</b>	67,061	-	-	<b>305,092</b>	264,436
<b>77,028</b>	65,120	<b>34,859</b>	28,409	-	-	<b>131,246</b>	110,975
<b>11,318</b>	10,271	<b>5,120</b>	4,490	-	-	<b>19,284</b>	17,527
<b>8,310</b>	11,861	<b>270,162</b>	225,322	-	-	<b>678,161</b>	613,567
<b>275,714</b>	244,248	<b>391,174</b>	325,282	-	-	<b>1,133,783</b>	1,006,505
<b>622</b>	1,325	<b>272</b>	583	-	-	<b>1,784</b>	3,621
<b>1,191</b>	1,432	<b>532</b>	641	-	-	<b>2,051</b>	2,466
<b>591</b>	1,638	<b>532</b>	1,448	-	-	<b>1,969</b>	8,456
<b>2,124</b>	1,670	<b>1,912</b>	3,024	-	-	<b>7,081</b>	6,632
<b>4,528</b>	6,065	<b>3,248</b>	5,696	-	-	<b>12,885</b>	21,175
-	-	<b>(69)</b>	438	-	-	<b>(69)</b>	438
<b>271,186</b>	238,183	<b>387,857</b>	320,024	-	-	<b>1,120,829</b>	985,768
-	-	-	-	<b>1,106,295</b>	1,000,286	<b>1,106,295</b>	1,000,286
<b>271,186</b>	238,183	<b>387,857</b>	320,024	<b>(1,106,295)</b>	(1,000,286)	<b>14,534</b>	(14,518)
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-

# Summary of Compliance with Financial Directives

	2007			
	Recurrent Appropriation	Expenditure/ Net Claim on Consolidated Fund	Capital Appropriation	Expenditure/ Net Claim on Consolidated Fund
	\$'000	\$'000	\$'000	\$'000
<b>ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE</b>				
Appropriation Act	1,066,477	1,066,477	26,203	26,203
Additional Appropriations	-	-	-	-
S24 PF&AA – transfer of functions between Departments	-	-	-	-
S26 PF&AA – Commonwealth Specific Purpose Payments	822	822	-	-
	<b>1,067,299</b>	<b>1,067,299</b>	<b>26,203</b>	<b>26,203</b>
<b>OTHER APPROPRIATIONS/EXPENDITURE</b>				
Treasurer's Advance	1,500	1,500	-	-
Transfers to/from another Agency (s27 of the Appropriation Act)	(3,085)	(3,085)	4,340	4,340
Variations of authorised payments (s28)	-	-	-	-
	<b>(1,585)</b>	<b>(1,585)</b>	<b>4,340</b>	<b>4,340</b>
<b>Total Appropriations/Expenditure/ Net Claim on Consolidated Fund (includes transfer payments)</b>	<b>1,065,714</b>	<b>1,065,714</b>	<b>30,543</b>	<b>30,543</b>
<b>Amount drawn down against Appropriation</b>	-	1,065,714	-	30,543
<b>Liability to Consolidated Fund*</b>	-	-	-	-

\*The liability to Consolidated Fund represents the difference between the "Amount drawn down against Appropriation" and the "Total Expenditure/Net claim on Consolidated Fund".

The summary of compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

<b>2006</b>			
<b>Recurrent Appropriation</b>	<b>Expenditure/ Net Claim on Consolidated Fund</b>	<b>Capital Appropriation</b>	<b>Expenditure/ Net Claim on Consolidated Fund</b>
<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>	<b>\$'000</b>
963,849	956,158	20,593	20,593
-	-	-	-
-	-	-	-
32	32	-	-
963,881	956,190	20,593	20,593
1,008	1,008	2,435	2,435
-	-	-	-
-	-	7,200	7,200
1,008	1,008	9,635	9,635
964,889	957,198	30,228	30,228
-	957,254	-	30,228
-	56	-	-

# Notes to and forming part of the Financial Statements

For the year ended 30 June 2007

## 1 Summary of Significant Accounting Policies

### (a) Reporting Entity

The Department of Community Services is a NSW government department. The Department is a not-for-profit entity (as profit is not its principal objective) and it has no cash generating units. The reporting entity is consolidated as part of the NSW Total State Sector.

This financial report for the year ended 30 June 2007 has been authorised for issue by the Director General on 24 September 2007.

### (b) Basis of Preparation

The Department's financial report is a general purpose financial report which has been prepared in accordance with:

- ❖ applicable Australian Accounting Standards, which include Australian Equivalents to International Financial Reporting Standards (AEIFRS);
- ❖ the requirements of the *Public Finance and Audit Act* and Regulation; and
- ❖ the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer.

Property, plant and equipment, assets (or disposal groups) held for sale and financial assets at 'fair value through profit or loss' and available for sale are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgments, key assumptions and estimations management has made are disclosed in the relevant notes to the financial report.

All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency.

### (c) Statement of Compliance

The financial statements and notes comply with Australian Accounting Standards, which include AEIFRS.

### (d) Administered Activities

The Department administers, but does not control, certain activities on behalf of the Crown Entity. It is accountable for the transactions relating to those administered activities but does not have the discretion, for example, to deploy the resources for the achievement of the Department's own objectives.

Transactions and balances relating to the administered activities (including transfer payments) are not recognised as the Department's revenues, expenses, assets and liabilities, but are disclosed in the accompanying schedules as "Administered Revenues", "Administered Expenses", "Administered Assets" and "Administered Liabilities".

The accrual basis of accounting and applicable accounting standards have been adopted.

### (e) Income Recognition

Income is measured at the fair value of the consideration or contribution received or receivable. Additional comments regarding the accounting policies for the recognition of income are discussed below.

#### (i) Parliamentary Appropriations

Parliamentary Appropriations and contributions from other bodies (including grants and donations) are generally recognised as income when the Department obtains control over the assets comprising the appropriations/contributions. Control over the appropriations and contributions is normally obtained upon the receipt of cash.

An exception to the above is when appropriations are unspent at year-end. In this case, the authority to spend the money lapses and generally the unspent amount must

be repaid to the Consolidated Fund in the following financial year. As a result, unspent appropriations are accounted for as liabilities rather than revenue.

The liability is disclosed in Note 15 'Current Liabilities – Other'. The amount will be repaid and the liability extinguished next financial year.

#### **(ii) Sale of Goods**

Revenue from the sale of goods is recognised as revenue when the agency transfers the significant risks and rewards of ownership of the assets.

#### **(iii) Rendering of services**

Revenue is recognised when the service is provided or by reference to the stage of completion.

#### **(iv) Investment Income**

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.

### **(f) Employee Benefits and other provisions**

#### **(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs**

Liabilities for salaries and wages (including non-monetary benefits) and annual leave that fall due wholly within 12 months of the reporting date are recognised and measured in respect of employees' services up to the reporting date at undiscounted amounts based on the amounts expected to be paid when the liabilities are settled.

Long-term annual leave is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds are used to discount long-term annual leave.

Unused non-vesting sick leave does not give rise to a liability as it is not considered probable that sick leave taken in the future

will be greater than the benefits accrued in the future.

The outstanding amounts of payroll tax, workers' compensation insurance premiums and fringe benefits tax, which are consequential to employment, are recognised as liabilities and expenses where the employee benefits to which they relate have been recognised.

#### **(ii) Long Service Leave and Superannuation**

The Department's liabilities for long service leave and defined benefit superannuation are assumed by the Crown Entity. The Department accounts for the liability as having been extinguished, resulting in the amount assumed being shown as part of the non-monetary revenue item described as "Acceptance by the Crown Entity of employee benefits and other liabilities".

Long service leave is measured at present value in accordance with AASB 119 *Employee Benefits*. This is based on the application of certain factors (specified in NSWTC 07/04) to employees with 5 or more years of service, using current rates of pay. These factors were determined based on an actuarial review to approximate present value.

The superannuation expense for the financial year is determined by using the formulae specified in the Treasurer's Directions. The expense for certain superannuation schemes (ie Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (ie State Superannuation Scheme and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employee's superannuation contributions.

#### **(iii) Other Provisions**

Other provisions exist when: the agency has a present legal or constructive obligation as a result of a past event; it is probable that an

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

## (g) Insurance

The Department's insurance activities are conducted through the NSW Treasury Managed Fund Scheme of self insurance for Government agencies. The expense (premium) is determined by the Fund Manager based on past experience.

## (h) Accounting for Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where:

- ❖ the amount of GST incurred by the Department as a purchaser that is not recoverable from the Australian Taxation Office is recognised as part of the cost of acquisition of an asset or as part of an item of expense.
- ❖ receivables and payables are stated with the amount of GST included.

## (i) Acquisitions of Assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Department. Cost is the amount of cash or cash equivalents paid or the fair value of the other consideration given to acquire the asset at the time of its acquisition or construction or, where applicable, the amount attributed to that asset when initially recognised in accordance with the specific requirements of other Australian Accounting Standards.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and revenues at their fair value at the date of acquisition.

Fair value is the amount for which an asset could be exchanged between a knowledgeable, willing parties in an arm's length transaction.

Where payment for an asset is deferred beyond normal credit terms, its cost is the cash price equivalent, i.e. the deferred payment amount is effectively discounted at an asset-specific rate.

## (j) Capitalisation Threshold

Plant and equipment and intangible assets costing \$5,000 and above individually (or forming part of a network) are capitalised.

## (k) Revaluation of Property, Plant and Equipment

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 07-01). This policy adopts fair value in accordance with AASB 116 *Property, Plant and Equipment*.

Property, plant and equipment is measured on an existing use basis, where there are no feasible alternative uses in the existing natural, legal, financial and socio-political environment. However, in the limited circumstances where there are feasible alternative uses, assets are valued at their highest and best use.

Fair value of property, plant and equipment is determined based on the best available market evidence, including current market selling prices for the same or similar assets. Where there is no available market evidence, the asset's fair value is measured at its market buying price, the best indicator of which is depreciated replacement cost.

Land and Buildings have been valued at fair value by the Department of Lands at 30 June 2007 using a combination of indexation and actual valuation. The Department will continue to revalue land and buildings at fair value each year on the basis of indexation and actual valuation.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

For other assets, any balances of accumulated depreciation at the revaluation date in respect of those assets are credited to the asset accounts to which they relate. The net asset accounts are then increased or decreased by the revaluation increments or decrements.

Revaluation increments are credited directly to the asset revaluation reserve, except that, to the extent that an increment reverses a revaluation decrement in respect of that class of asset previously recognised as an expense in the surplus/deficit, the increment is recognised immediately as revenue in the surplus/deficit.

Revaluation decrements are recognised immediately as expenses in the surplus/deficit, except that, to the extent that a credit balance exists in the asset revaluation reserve in respect of the same class of assets, they are debited directly to the asset revaluation reserve.

As a not-for-profit entity, revaluation increments and decrements are offset against one another within a class of non-current assets, but not otherwise.

Where an asset that has previously been revalued is disposed of, any balance remaining in the asset revaluation reserve in respect of that asset is transferred to accumulated funds.

#### (l) Impairment of Property, Plant and Equipment

As a not-for-profit entity with no cash generating units, the Department is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

#### (m) Depreciation of Property, Plant and Equipment

Depreciation is provided for on a straight line basis for all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Department.

Land is not a depreciable asset. As buildings are revalued each year, with the exception of buildings held for sale and new acquisitions,

depreciation expense is calculated on the revalued amounts. For the remainder of the Department's depreciable assets, depreciation expense is calculated on original cost. The useful life by asset category is as follows:

Buildings	40 years
General plant and equipment	4 years
Commercial plant and equipment	7-10 years
Computer equipment	3-4 years
Motor vehicles – commercial	7 years
Motor Vehicles – passenger	2 years
Leasehold improvements	Which ever is the shorter – the term of the lease or useful life

#### (n) Maintenance

Day-to-day servicing costs or maintenance are charged as expenses as incurred, except where they relate to the replacement of a component of an asset, in which case the costs are capitalised and depreciated.

#### (o) Leased Assets

A distinction is made between finance leases which effectively transfer from the lessor to the lessee substantially all the risks and benefits incidental to ownership of the leased assets, and operating leases under which the lessor effectively retains all such risks and benefits.

The Department currently has no finance leases.

Operating lease payments are charged to the Operating Statement in the periods in which they are incurred.

#### (p) Intangible Assets

The Department recognises intangible assets only if it is probable that future economic benefits will flow to the Department and the cost of the asset can be measured reliably. Intangible assets are measured initially at cost. Where an asset is

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

acquired at no or nominal cost, the cost is its fair value at the date of acquisition.

All research costs are expensed. Development costs are only capitalised when certain criteria are met.

The useful lives of intangible assets are assessed to be finite.

Intangible assets are subsequently measured at fair value only if there is an active market. As there is no active market for the department's intangible assets, the assets are carried at cost less any accumulated amortisation.

The Department's intangible assets are amortised using the straight line method over a period of four years.

In general, intangible assets are tested for impairment where an indicator of impairment exists. However, as a not-for-profit entity with no cash generating units, the Department is effectively exempted from impairment testing.

## (q) Impairment of Financial Assets

All financial assets, except those measured at fair value through profit and loss, are subject to an annual review for impairment. An allowance for impairment is established when there is objective evidence that the entity will not be able to collect all amounts due.

For financial assets carried at amortised cost, the amount of the allowance is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the effective interest rate. The amount of the impairment loss is recognised in the Operating Statement.

## (r) Loans and Receivables

Loans and receivables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method, less an allowance for any impairment of receivables. Any changes are

accounted for in the Operating Statement when impaired, derecognised or through the amortisation process.

Short-term receivables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

## (s) Trust Funds

The Department receives monies in a trustee capacity for various trusts as set out in Note 21. As the Department performs only a custodial role in respect of these monies, and because the monies cannot be used for the achievement of the Department's own objectives, these funds are not recognised in the financial statements.

## (t) Payables

These amounts represent liabilities for goods and services provided to the Department and other amounts, including interest. Payables are recognised initially at fair value, usually based on the transaction cost or face value. Subsequent measurement is at amortised cost using the effective interest method. Short-term payables with no stated interest rate are measured at the original invoice amount where the effect of discounting is immaterial.

## (u) Budgeted Amounts

The budgeted amounts are drawn from the budgets as formulated at the beginning of the financial year and with any adjustments for the effects of additional appropriations, s 21A, s 24 and/or s 26 of the *Public Finance and Audit Act 1983*.

The budgeted amounts in the Operating Statement and the Cash Flow Statement are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Balance Sheet, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts i.e. per the audited financial statements (rather than forward estimates).

(v) Comparative Information

Comparatives have been reclassified, where necessary, on a basis consistent with current year disclosure.

(w) New Australian Standards issued but not effective

At the date of authorisation of the financial report, the following Standards and Interpretations were in issue but not yet effective:

AASB 7 & AASB 2005-10 <i>Financial Instruments: Disclosures</i>	Effective for annual reporting periods beginning on or after 1 January 2007
AASB 8 & AASB 2007-3 <i>Operating Segments</i>	Effective for annual reporting periods beginning on or after 1 January 2009
AASB 101 <i>Presentation of Financial Statements</i> – revised standard	Effective for annual reporting periods beginning on or after 1 January 2007
AASB 123 & AASB 2007-6 <i>Borrowing Costs</i>	Effective for annual reporting periods beginning on or after 1 January 2009
AASB 1049 <i>Concise Financial Reports</i>	Effective for annual reporting periods beginning on or after 1 July 2008
AASB 2007-4 <i>Amendments to Australian Accounting Standards</i> arising from ED 151 and Other Amendments regarding Australian additions to and deletions from IFRSs	Effective for annual reporting periods beginning on or after 1 July 2007
AASB 2007-5 <i>Amendments to Australian Accounting Standard- Inventories Held for Distribution by Not-For-Profit Entities</i>	Effective for annual reporting periods beginning on or after 1 July 2007
Interpretation 4 <i>Determining whether an Arrangement contains a Lease</i>	Effective for annual reporting periods beginning on or after 1 January 2008
Interpretation 10 <i>Interim Financial Reporting and Impairment</i>	Effective for annual reporting periods beginning on or after 1 November 2006
Interpretation 11 <i>AASB 2 Group and Treasury Share</i>	Effective for annual reporting periods beginning on or after 1 March 2007
Interpretation 12 <i>Service Concession Arrangements</i>	Effective for annual reporting periods beginning on or after 1 January 2008
Interpretation 129 <i>Service Concession Arrangements: Disclosures</i>	Effective for annual reporting periods beginning on or after 1 January 2008

The Department anticipates that the adoption of these Standards and Interpretations in future periods will have no material financial impact on the financial statements of the Department. The circumstances addressed by Interpretation 10, which prohibits the reversal of certain impairment losses, do not affect the Department's previously reported results and accordingly, there will be no impact to these financial statements on adoption of the Interpretation.

The application of AASB 101 (revised), AASB 7 and AASB 2005-10 will not affect any of the

amounts recognised in the financial statements, but will change the disclosures presently made in relation to the Department's financial instruments and the objectives, policies and processes for managing capital.

These Standards and Interpretations will be first applied in the financial report of the Department that relates to the annual reporting period beginning after the effective date of each pronouncement.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 2. Expenses Excluding Losses

	2007 \$'000	2006 \$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	251,217	210,870
Superannuation – defined contribution plans	17,723	14,611
Superannuation – defined benefit plans	4,717	4,459
Long service leave	5,039	8,133
Workers' compensation insurance	9,017	11,298
Payroll tax and fringe benefit tax	17,379	15,065
	<b>305,092</b>	<b>264,436</b>
<b>(b) Other operating expenses</b>		
Auditor's remuneration – audit of the financial report	187	267
Bad and doubtful debts	97	191
Operating lease rental expense	23,260	20,359
Maintenance	1,625	823
Insurance	467	518
Advertising	1,459	1,052
Cleaning	1,933	1,684
Computer services costs	15,178	13,325
Consultants	1,401	2,622
Contracted corporate services costs	35,884	26,689
Legal costs	4,587	3,362
Motor vehicle running costs	10,381	8,995
Postal and telephone	4,558	4,469
Printing	1,161	1,284
Staff development	8,436	6,042
Stores	2,568	2,342
Travelling, removal and subsistence	4,171	2,905
Utilities	1,836	1,635
Fees – Contractors	3,706	3,916
Miscellaneous	8,351	8,495
	<b>131,246</b>	<b>110,975</b>

	2007 \$'000	2006 \$'000
<b>(c) Depreciation and amortisation expense</b>		
Depreciation		
Buildings	1,349	1,420
Plant and equipment	7,876	5,801
	<b>9,225</b>	7,221
Amortisation		
Leasehold improvements	6,509	4,882
Intangibles	3,550	5,424
	<b>10,059</b>	10,306
	<b>19,284</b>	17,527
<b>(d) Grants and subsidies</b>		
Prevention and Early Intervention	152,242	120,771
Refuges for men and women	117,194	113,883
Disaster Welfare	1,399	1,897
Out of home care	269,432	223,203
Community services program	128,433	138,777
Statutory Child Protection Service	6,654	6,839
NSW Businesslink	2,807	8,197
	<b>678,161</b>	613,567
<b>3. Revenues</b>		
<b>(a) Sale of goods and services</b>		
Rendering of services – Department of Ageing, Disability and Home Care	1,063	2,268
Rendering of services – Disaster Welfare	721	1,353
	<b>1,784</b>	3,621
<b>(b) Investment income</b>		
Interest	2,051	2,466

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 3. Revenues cont.

	2007 \$'000	2006 \$'000
<b>(c) Grants and contributions</b>		
Commonwealth		
Rekindling the Spirit	–	450
Refugee Minors	99	594
Reduction in Violence Against Women	655	–
National Youth Week	146	–
Lebanon Evacuation	104	–
Legal Workshop and Youth Projects	–	275
	<b>1,004</b>	1,319
State		
Support of young people with a disability	–	3,501
Services to Aboriginal families	–	50
Redfern/Waterloo Street Team	721	–
Cabramatta Anti-Drug Strategy	200	–
Illicit Drug Initiative	44	170
Violence Against Women	–	1,676
Relocation from Ashfield Project	–	1,500
Evaluation of Kids/Youth and Aboriginal Program	–	240
	<b>965</b>	7,137
	<b>1,969</b>	8,456
<b>(d) Other revenue</b>		
Overseas adoption receipts	1,172	1,122
Other receipts	339	470
Assets recognised for the first time or acquired in previous years	–	502
Treasury Managed Fund Hindsight premium adjustment	1,379	613
Fitout Contributions	–	2,250
Joint Investigation Response Team revenue	1,210	888
Reimbursement of costs for young people with a disability	1,944	–
Miscellaneous	1,037	787
	<b>7,081</b>	6,632

#### 4. (Gain)/Loss on disposal of non-current assets

(Gain)/loss on disposal of land and buildings, plant and equipment:

Proceeds from disposal

Written down value of assets disposed

Net (Gain)/loss on disposal of land and buildings, plant and equipment

**2007**      2006  
**\$'000**      \$'000

	<b>2,049</b>	1,299
	<b>1,980</b>	1,737
	<b>(69)</b>	438

#### 5. Appropriations

##### Recurrent appropriations

Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)

Less: Liability to Consolidated Fund (per Summary of Compliance)

Comprising:

Recurrent appropriations (per Operating Statement)

##### Capital appropriations

Total capital drawdowns from NSW Treasury (per Summary of Compliance)

Less: Liability to Consolidated Fund (per Summary of Compliance)

Comprising:

Capital appropriations (per Operating Statement)

	<b>1,065,714</b>	957,254
	<b>-</b>	(56)
	<b>1,065,714</b>	957,198

	<b>1,065,714</b>	957,198

	<b>30,543</b>	30,228
	<b>-</b>	-
	<b>30,543</b>	30,228

	<b>30,543</b>	30,228
	<b>30,543</b>	30,228

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 6. Acceptance by the Crown Entity of Employee

### Benefits and Other Liabilities

The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies:

Superannuation

Long service leave

Payroll tax

	2007 \$'000	2006 \$'000
	4,716	4,459
	5,039	8,133
	283	268
	<b>10,038</b>	12,860

## 7. Program Information

The Department's program priorities include general community services, developing early intervention and prevention strategies, child protection and improving the out-of-home care system.

The objectives within each program are as follows:

### 1.1 Community Services

Objectives: To strengthen communities and to support individual clients to overcome crises and/or resume self-sufficient living.

### 1.2 Prevention and Early Intervention Services

Objectives: To strengthen families and communities and manage demand for child protection services, by providing services that promote the safety and wellbeing of children and young people (prevention) and that give more intensive support to families where children may be at risk (early intervention).

### 1.3 Statutory Child Protection

Objectives: To respond to reports of child abuse and neglect to ensure that children and young people are protected from further risk of harm.

### 1.4 Out of Home Care and Adoption Services

Objectives: To provide children and young people with a safe, stable, culturally appropriate environment in which they can develop optimally when they cannot live at home. To restore them successfully to their homes where this option is viable.

## 8. Current Assets – Cash and Cash Equivalents

For the purposes of the Cash Flow Statement, cash and cash equivalents includes cash on hand, cash at bank, short term deposits and bank overdraft. Cash and cash equivalent assets recognised in the Balance Sheet are reconciled at the end of financial year to the Cash Flow Statement as follows:

	<b>2007</b> <b>\$'000</b>	2006 \$'000
Cash on hand	<b>192</b>	193
Cash at bank	<b>6,515</b>	12,063
Closing cash and cash equivalents (per Cash Flow Statement)	<b>6,707</b>	12,256

Cash at bank includes \$Nil (\$56,000 in 2006) owed to Consolidated Fund that is a restricted asset. This cash can only be used to repay the debt to Consolidated Fund.

## 9. Current assets – receivables

Miscellaneous receivables	<b>6,453</b>	4,181
Less: Allowance for impairment	<b>(497)</b>	(428)
	<b>5,956</b>	3,753
Amounts due from the State	<b>1,054</b>	1,573
GST recoveries	<b>6,240</b>	7,313
Prepayments	<b>315</b>	1,016
	<b>13,565</b>	13,655

## 10. Non-current assets held for sale

### Assets held for sale

Land	<b>3,289</b>	–
Building	<b>628</b>	–
	<b>3,917</b>	–

Properties classified under this category are expected to be sold in the following financial year through a number of disposal options, including auctioning the properties.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 11. Non-current assets – property, plant and equipment

### At 1 July 2006

At Fair Value	75,728	39,006	45,118	159,852
Accumulated depreciation and impairment	(485)	(15,982)	(15,963)	(32,430)
Net Carrying Amount	75,243	23,024	29,155	127,422

### At 30 June 2007

At Fair Value	73,144	46,871	58,190	178,205
Accumulated depreciation and impairment	(547)	(20,079)	(20,922)	(41,548)
Net Carrying Amount	72,597	26,792	37,268	136,657

For land and buildings, Fair Value has been determined by The Department of Lands as at 30 June 2007. As accumulated depreciation is written back at revaluation, the accumulated depreciation does not include depreciation on re-valued assets.

### Reconciliations

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial year are set out below.

### Year ended 30 June 2007

Net Carrying Amount at start of year	75,243	23,024	29,155	127,422
Additions	1,325	13,807	14,668	29,800
Reclassify to Intangibles	–	(2,149)	–	(2,149)
Reclassify to assets held for sale	(3,917)	–	–	(3,917)
Disposals	(1,920)	(14)	(46)	(1,980)
Net revaluation increment less revaluation decrements	3,215	–	–	3,215
Depreciation expense	(1,349)	(7,876)	(6,509)	(15,734)
Net Carrying Amount at end of year	72,597	26,792	37,268	136,657

**At 1 July 2005**

At Fair Value	74,606	42,701	32,037	149,344
Accumulated depreciation and impairment	(424)	(26,610)	(14,810)	(41,844)
Net Carrying Amount	74,182	16,091	17,227	107,500

**At 30 June 2006**

At Fair Value	75,728	39,006	45,118	159,852
Accumulated depreciation and impairment	(485)	(15,982)	(15,963)	(32,430)
Net Carrying Amount	75,243	23,024	29,155	127,422

**Reconciliations**

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the previous financial year are set out below.

**Year ended 30 June 2006**

Net Carrying Amount at start of year	74,182	16,091	17,227	107,500
Additions	203	12,928	16,914	30,045
Assets recognised for the first time	502	–	–	502
Disposals	(1,439)	(194)	(104)	(1,737)
Net revaluation increment less revaluation decrements	3,215	–	–	3,215
Depreciation expense	(1,420)	(5,801)	(4,882)	(12,103)
Net Carrying Amount at end of year	75,243	23,024	29,155	127,422

Land and buildings	Plant and equipment	Leasehold improvements	Total
\$'000	\$'000	\$'000	\$'000
74,606	42,701	32,037	149,344
(424)	(26,610)	(14,810)	(41,844)
74,182	16,091	17,227	107,500
75,728	39,006	45,118	159,852
(485)	(15,982)	(15,963)	(32,430)
75,243	23,024	29,155	127,422
74,182	16,091	17,227	107,500
203	12,928	16,914	30,045
502	–	–	502
(1,439)	(194)	(104)	(1,737)
3,215	–	–	3,215
(1,420)	(5,801)	(4,882)	(12,103)
75,243	23,024	29,155	127,422

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 12. Intangibles

### At 30 June

Cost (gross carrying amount)

**37,805** 30,413

Accumulated depreciation and impairment

**(30,883)** (24,394)

Net Carrying Amount

**6,922** 6,019

### Reconciliations

Reconciliations of the carrying amounts of each class of intangibles at the beginning and end of the current and previous financial years are set out below.

Net Carrying Amount at start of year

**6,019** 9,233

Additions

**2,304** 2,210

Reclassify from Property Plant and Equipment to Intangibles

**2,149** –

Amortisation expense

**(3,550)** (5,424)

Net Carrying Amount at end of year

**6,922** 6,019

### At 1 July

Cost (gross carrying amount)

**30,413** 28,203

Accumulated depreciation and impairment

**(24,394)** (18,970)

Net Carrying Amount

**6,019** 9,233

### 13. Current/non-current liabilities

	<b>2007</b>	2006
	<b>\$'000</b>	\$'000
<b>Current liabilities – Payables</b>		
Accrued salaries, wages and on-costs	<b>2,360</b>	1,754
Creditors (including GST)	<b>29,174</b>	17,025
Payroll deductions	<b>2,708</b>	2,381
	<b>34,242</b>	21,160
<b>Non-current liabilities – Payables</b>		
Landcom advance – sale of Renwick	<b>10,850</b>	8,580

In 2003/04, the Department entered into an agreement with Landcom for the development and sale of the Department's Renwick property located at Mittagong. The agreement with Landcom allows for the Department to receive interest-bearing advances from projected sale proceeds. The Department received \$8.0 million from Landcom in 2004/05, pending development and sale of the Mittagong property. Additionally, as at 30 June 2007 the Department owed Landcom \$2.850 million (\$580,000 at 30 June 2006) for development costs. The advance and the development costs are regarded as "Repayable Advances" in the accounts of the Department. The first sale proceeds are not expected to be realised until 2008/09.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 14. Current/non-current liabilities – Provisions

### Employee benefits and related on-costs

Recreation leave

**25,997** 22,075

Payroll tax

**3,989** 3,587

Workers' compensation

**2,524** 2,409

### Total Provisions

**32,510** 28,071

### Aggregate employee benefits and related on-costs

Provisions – current

**32,327** 27,901

Provisions – non-current

**183** 170

Accrued salaries, wages and on-costs (Note 13)

**2,360** 1,754

**34,870** 29,825

The current provision includes \$4.201 million of annual leave entitlements accrued but not expected to be taken within 12 months. (\$7.221 million at 30 June 2006)

## 15. Current liabilities – Other

Liability to Consolidated Fund

Recurrent

– 56

Capital

– –

– 56

## 16. Changes in Equity

	Accumulated Funds		Revaluation Reserve		Total Equity	
	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000	2007 \$'000	2006 \$'000
<b>Balance at the beginning of the financial year</b>	<b>47,528</b>	32,100	<b>53,957</b>	51,652	<b>101,485</b>	83,752
<b>Changes in equity – other than transactions with owners as owners</b>						
Surplus/(Deficit) for the year	<b>(14,534)</b>	14,518	–	–	<b>(14,534)</b>	14,518
Increment on revaluation of land and buildings	–	–	<b>3,215</b>	3,215	<b>3,215</b>	3,215
	<b>(14,534)</b>	14,518	<b>3,215</b>	3,215	<b>(11,319)</b>	17,733
<b>Transfers within equity</b>						
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	<b>883</b>	910	<b>(883)</b>	(910)	–	–
<b>Total</b>	<b>883</b>	910	<b>(883)</b>	(910)	–	–
<b>Balance at the end of the financial year</b>	<b>33,877</b>	47,528	<b>56,289</b>	53,957	<b>90,166</b>	101,485

### Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. This accords with the Department's policy on the "Revaluation of Physical Non-Current Assets" as discussed in Note 1.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 17. Commitments for expenditure

### (a) Capital commitments

Aggregate capital expenditure contracted for at balance date and not provided for:

Not later than one year

Total (including GST)

### (b) Other expenditure commitments

Aggregate other expenditure contracted for at balance date and not provided for:

Not later than one year

Total (including GST)

### (c) Operating lease commitments

Future non-cancellable operating lease rentals not provided for and payable:

Not later than one year

Later than one year but not later than five years

Later than five years

Total (including GST)

### (d) Grants expenditure commitments

Aggregate grants expenditure contracted for at balance date and not provided for:

Not later than one year

Later than one year but not later than five years

Total (including GST)

	2007 \$'000	2006 \$'000
	-	228
	-	228
	<b>7,438</b>	2,069
	<b>7,438</b>	2,069
	<b>31,977</b>	18,909
	<b>81,582</b>	47,069
	<b>12,520</b>	10,362
	<b>126,079</b>	76,340
	<b>73,114</b>	38,457
	<b>222,586</b>	142,660
	<b>295,700</b>	181,117

The commitments in (a), (b), (c) and (d) above are not recognised in the financial statements as liabilities. The total commitments above include input tax credits of \$39.0 million (2006: \$23.6 million) that are expected to be recovered from the Australian Taxation Office.

## 18. Contingent liabilities and contingent assets

### Contingent Liabilities

Claims relating to children and persons in care

Miscellaneous claims

<b>2007</b>	2006
<b>\$'000</b>	\$'000
<b>12,091</b>	3,457
-	587
<b>12,091</b>	4,044

Various claims have been made against the Department, which, if successful, would result in the above liabilities as estimated by the Department's legal advisers. If the claimant is successful, the settlements will be met by NSW Treasury Managed Fund.

### Contingent Assets

No claims have been made by the Department which, if successful, would result in financial benefits to the Department.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 19. Budget Review

### Net cost of services

The actual net cost of services was higher than budget by \$2.0 million primarily due to:

(a) **Expenses** – increase of \$3.9 million on budget resulting from:

- (i) a decrease in employee related costs of \$10.5 million mainly relating to long service leave and superannuation expenses.
- (ii) an increase of \$6.8 million in other operating expenses mainly attributable to increased expenses in outsourced corporate services.
- (iii) a decrease of depreciation expenses of \$1.3 million;
- (iv) an increase of grants and subsidies of \$8.9 million is mainly attributable to an increase in contracted residential care and support services in Out of Home Care.

(b) **Retained revenue** – Increase of \$1.6 million on budget resulting from:

- (i) an increase of investment income of \$1.1 million
- (ii) an increase in other revenues of \$5.6 million
- (iii) a decrease in grants and contributions of \$4.0 million and
- (iv) a decrease in sale of goods and services of \$1.0 million.

### Assets and liabilities

The variance in net assets of \$6.7 million is reflected by:

(a) **Assets** – \$20.6 million over budget resulting from:

(i) **Current assets**

An increase of \$10.1 million due to the improved cash position of \$6.8 million and receivables of \$3.3 million

(ii) **Non-current assets**

An increase in property, plant and equipment and intangible assets of \$10.5 million mainly for additional and improved accommodation for increased caseworkers.

(b) **Liabilities** were \$27.3 million over budget resulting mainly from :

(i) **Current liabilities**

An increase of \$25.0 million resulting from an increase in payables of \$28 million and a decrease in leave and other provisions of \$3 million.

(ii) **Non-current liabilities**

An increase of \$2.3 million for property development costs owing to Landcom.

### Cash Flows

The cash position was \$6.7 million higher than budget. The increase is mainly reflected by increased GST recoveries and other receipts.

## 20. Reconciliation of net cash flows from operating activities to net cost of services

	2007 \$'000	2006 \$'000
<b>Net cash used on operating activities</b>	<b>25,167</b>	34,153
Cash Flows from Government/Appropriations	<b>(1,096,257)</b>	(987,426)
Acceptance by the Crown Entity of employee benefits and other liabilities	<b>(10,038)</b>	(12,860)
Net gain/(loss) on disposal of assets	<b>69</b>	(438)
Depreciation and amortisation	<b>(19,284)</b>	(17,527)
Assets recognised for the first time	-	502
Decrease/(increase) in accounts payable	<b>(15,957)</b>	(583)
Decrease/(increase) in employee benefits	<b>(4,439)</b>	(3,257)
Increase/(decrease) in receivables, inventories and other assets	<b>(90)</b>	1,668
<b>Net cost of services</b>	<b>(1,120,829)</b>	(985,768)

## 21. Trust Funds

Miscellaneous Trust Funds are maintained for wards and other persons in care and for natural disasters. These monies are excluded from the financial statements as DoCS cannot use them for the achievement of its objectives. The following is a summary of the transactions in the trust accounts.

### a) Natural Disaster Trust Fund

Cash balance at the beginning of the financial year	<b>1,683</b>	1,734
Add: Receipts	<b>291</b>	93
Less: Expenditure	<b>(342)</b>	(140)
Less: Unpresented cheques	-	(4)
Cash balance at the end of the financial year	<b>1,632</b>	1,683

### b) Wards Trust Fund

Cash balance at the beginning of the financial year	<b>36</b>	42
Add: Receipts	<b>2</b>	8
Less: Withdrawals	-	(14)
Cash balance at the end of the financial year	<b>38</b>	36

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## 22. Financial Instruments

### Cash

Cash comprises cash on hand and bank balances within the NSW Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11am unofficial cash rate adjusted for a management fee to NSW Treasury.

### Receivables

All debtors are recognised as amounts receivable at balance date. Collectability of debtors is reviewed on an ongoing basis. Debts which are known to be uncollectable are written off. An allowance for impairment is raised when there is objective evidence that the entity will not be able to collect all amounts due. The credit risk is the carrying amount (net of any allowance for impairment). No interest is earned on debtors. The carrying amount approximates net fair value.

### Authority Deposits

The Department has placed funds on deposit with TCorp, which has been rated "AAA" by Standard and Poors. These deposits are similar to money market or bank deposits and are placed for a fixed term. The interest rate payable by TCorp is negotiated initially and is fixed for the term of the deposit.

	<b>2007 Carrying Amount</b>	<b>2007 Net Fair Value</b>	2006 Carrying Amount	2006 Net Fair Value
	\$	\$	\$	\$
Less than one year	<b>38,605</b>	<b>38,599</b>	36,304	36,295

The deposits at balance date were earning an interest rate of 6.45% (2006 – 5.62%) while over the year the weighted average interest rate was 6.19% (2006 – 5.60%) on a weighted balance during the year of \$37,688 (2006 – \$31,011).

### Trade Creditors and Accruals

The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payment. No late interest payments have been made in the year ending 30 June 2007.

## 22. Financial Instruments cont.

### (a) Interest Rate Risk

The following table details the Department's exposure to interest rate risk as at 30 June 2007:

	Weighted Average Effective interest rate	Variable Interest Rate	Non Interest Bearing	Total
	%	\$000	\$000	\$000
<b>2007</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	5.14	6,707	-	6,707
Receivables		-	13,565	13,565
<b>Total Financial Assets</b>		<b>6,707</b>	<b>13,565</b>	<b>20,272</b>
<b>Financial Liabilities</b>				
Payables		-	34,242	34,242
Landcom Advance *	6.27	10,850	-	10,850
Other		-	-	-
<b>Total Financial Liabilities</b>		<b>10,850</b>	<b>34,242</b>	<b>45,092</b>
<b>2006</b>				
<b>Financial Assets</b>				
Cash and cash equivalents	4.54	12,256	-	12,256
Receivables			13,655	13,655
<b>Total Financial Assets</b>		<b>12,256</b>	<b>13,655</b>	<b>25,911</b>
<b>Financial Liabilities</b>				
Payables		-	21,160	21,160
Landcom Advance*	5.875	8,580	-	8,580
Other		-	56	56
<b>Total Financial Liabilities</b>		<b>8,580</b>	<b>21,216</b>	<b>29,796</b>

\* Landcom Advance is expected to be paid between 1 to 2 years by sales proceeds as explained in Note 13.

# Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2007

## **(b) Credit Risk Management**

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Department. The Department has adopted a policy of only dealing with creditworthy counterparties. The Department's exposure and the credit ratings of its counterparties are continuously monitored and the aggregate value of transactions concluded is spread amongst approved counterparties.

The Department does not have any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. The credit risk on liquid funds is limited because the bank is with high credit-ratings assigned by international credit-rating agencies.

The carrying amount of financial assets recorded in the financial statements, net of any allowances for losses, represents the Department's maximum exposure to credit risk.

## **23. After Balance Date Events**

There were no after balance date events that require disclosure in the Financial Statements.

**End of Audited Financial Statements**

# Additional financial details

## Investment management performance

DoCS does not maintain any investments on its own behalf.

## Major assets

Major assets held by DoCS include land and buildings, plant and equipment, computers, furniture and fittings and leasehold improvement. The value of the major assets is detailed within the financial statements.

## Accounts payable

### 1. Late payment of accounts

The payment of accounts is closely monitored to ensure accounts are paid in accordance with the Treasurer's Directions. The Department's accounts payable process is administered by NSW Businesslink, a shared corporate services operation. DoCS did not incur any penalty interest for late payments of accounts in 2006/07.

### 2. Performance indicators

Aged analysis at the end of each quarter

Quarter	Current (within due date) \$'000	Less than 30 days overdue \$'000	Between 30 and 60 days overdue \$'000	Between 60 and 90 days overdue \$'000	More than 90 days overdue \$'000
September	208,035	4,643	2,019	890	1,159
December	74,586	5,218	1,365	458	1,092
March	79,833	7,692	1,377	832	1,471
June	214,031	5,612	1,376	961	1,207

Accounts paid on time within each quarter

Quarter	Target %	Actual %	Payments Processed on time	Total payments processed in quarter
September	90	89.33	92,769	103,854
December	90	86.36	41,506	48,064
March	90	93.69	63,815	68,116
June	90	93.44	46,435	49,694

# Additional financial details cont.

## Major capital projects

During 2006/07 DoCS undertook \$32.765 million of capital expenditure relating to Enhance Service Delivery Accommodation Project and other projects.

## Credit card certification

DoCS administered 87 credit cards as at 30 June 2007. All cards were administered in accordance with Government guidelines in respect to issuance, usage and administration.

## Contract and market testing

DoCS currently contracts out a number of direct service delivery functions to non-government service providers associated with:

- ❖ accommodation and crisis support
- ❖ child care and protection
- ❖ community support and development
- ❖ out-of-home care.

Additionally, DoCS contracts out a number of corporate service functions to NSW Businesslink and other providers including:

- ❖ some financial services functions
- ❖ some human resources functions

- ❖ payroll services
- ❖ property services
- ❖ fleet management
- ❖ information and communication technology services
- ❖ regular and strategic audits.

## Disclosure of controlled entities

DoCS does not have any controlling interest in other entities.

## Property disposals

Three properties were disposed of during 2006/07, including:

- ❖ 85-87 Fitzmaurice St, Wagga Wagga
- ❖ 4 Anzac Av, Wyong
- ❖ 11 Horatio Pl, South Kempsey.

The properties were formerly used as either group homes or residential care homes and did not meet long term service delivery needs. The sale proceeds were applied to supplement funding of the DoCS reform package.

## Funds to non-government community organisations

Please see the Funded Services addendum for details of funds granted to non-government organisations.

## Use of Consultants

### 1. Engagement greater than \$30,000

Project Title	Consultant	Cost (\$)
Workforce Planning Workshops	Aruspex Pty Ltd	33,413
Time & Motion Study – Children's Services	Ernst & Young	32,275
Planning & Review of Family Violence Strategy	Nexus Management Consulting	50,000
Aboriginal OOHC Services Capacity Building Proj Tier 2	Matrix on Board	53,725
Early Intervention Program	University of NSW	513,211
Service Analysis & Business Development Support	Matrix on Board	107,227
NSW Preschool Investment & Reform Plan	The Miller Group Social Policy	47,212
Exploratory Qualitative Social Research With Aboriginal Communities	Urbis Jhd Pty Ltd	71,132
<b>Total</b>		<b>908,194</b>

### 2. Engagements less than \$30,000

Consultancy engagements less than \$30,000 – total number 48	492,723
<b>Total</b>	<b>1,400,917</b>

# 07 Appendices



# 07 Appendices



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## Appendix 1 Legislation and legal changes

### Principal Acts administered as at 30 June 2007

- ❖ *Adoption Act 2000*
- ❖ *Child Protection (International Measures) Act 2006*
- ❖ *Child Welfare (Commonwealth Agreement Ratification) Act 1941*
- ❖ *Child Welfare (Commonwealth Agreement Ratification) Act 1962*
- ❖ *Children and Young Persons Legislation (Repeal and Amendment) Act 1998*
- ❖ *Children and Young Persons (Care and Protection) Act 1998*
- ❖ *Children (Care and Protection) Act 1987*
- ❖ *Community Services (Complaints, Reviews and Monitoring) Act 1993 No 2* (jointly with another department)
- ❖ *Community Welfare Act 1987* (jointly with another department)
- ❖ *Youth Advisory Council Act 1989*

### Amendments to legislation

A number of amendments to clarify and make more workable the operation of the *Children and Young Persons (Care and Protection) Act 1998*, came into force on 1 January 2007 and 30 March 2007.

On 1 January 2007, the following Acts amended the principal care Act:

*Children and Young Persons (Care and Protection) Amendment Act 2005*, (this Act was part proclaimed on 31 December 2005). The clauses in relation to warrants and subpoenas were proclaimed on 1 January 2007.

*Children and Young Persons (Care and Protection) Amendment Act 2006*, which made provision, amongst other things, for:

- ❖ the regulation of out of school hours care services
- ❖ strengthening the protections accorded to reporters
- ❖ facilitating the conduct of Children's Court matters
- ❖ guidelines to be published for granting assistance to people leaving out-of-home care
- ❖ ensuring quality children's services by extending the application for probity checks on all persons over 14 years residing at the home of a family day carer or home-based carer

- ❖ allowing for job sharing by allowing two authorised supervisors to be specified on a license.

*Children and Young Persons (Care and Protection) Miscellaneous Amendments Act 2006*, proclamation of those clauses relating to Court procedures clarified the provisions relating to legal representation of children and young people, establishing procedures for the Court to deal with 'similar fact evidence' and made provision to ensure children and young people removed from a place of risk are kept separate from youth offenders.

On 30 March 2007, the principal care Act was also amended by:

*Children and Young Persons (Care and Protection) Amendment (Parent Responsibility Contracts) Act 2006* which introduced a scheme of parental responsibility contracts aimed at improving the parenting skills of parents of children and young people assessed by the Department of Community Services to be in need of care and protection.

*Children and Young Persons (Care and Protection) Miscellaneous Amendments Act 2006* where the proclamation of the majority of the remaining clauses in the Act provided:

- ❖ greater protection for newborns subject to prenatal reports
- ❖ disclosure of information concerning placement of children and young people in out-of-home care
- ❖ reciprocal arrangements for the transfer of interstate and New Zealand child protection orders and proceedings.

### Other legislation

On 4 December 2006, the *Adoption Act 2000* was amended by the *Adoption Amendment Act 2006*, which:

- ❖ clarified the circumstances that must exist before the Supreme Court makes an adoption order in relation to an adult
- ❖ made mandatory that adoption plans set out how Aboriginal or Torres Strait Islander children are to develop a healthy and positive cultural identity and links with their heritage
- ❖ specified the circumstances that must exist before an adoption order may be made to enable a child to be adopted by an authorised carer
- ❖ ensured that the provision of original documents to adopted children does not contravene the *State Records Act 1998*.

The *Child Protection (International Measures) Act 2006* was also proclaimed on 1 January 2007. The purpose of this Act is to implement the Hague Convention on Jurisdiction, Applicable Law, Recognition, Enforcement and Co-operation in Respect to Parental Responsibility and Measures for the Protection of Children (generally known as the Child Protection Convention). The key objectives of the Act are:

- ❖ to codify the jurisdictional rules for the recognition and enforcement of child protection measures
- ❖ to establish co-operation between the authorities of NSW and other Child Protection Convention countries in the interests of protecting children from abuse and neglect.

### Amendments to regulations

On 23 February 2007, the *Children and Young Persons (Care and Protection) Regulation* was amended by the *Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007*. The Regulation established a system of registration of out of school hours care services (that is, services that provide care to school children before and after school and during school holidays). The registration of out of school hours services became compulsory on 1 July 2007.

### Significant judicial decisions

#### (a) Care matters

##### *Re Jayden* [2006] NSWSC 1428

This matter found that the earlier decision in *Grace and Rita* had been misinterpreted, in that there is no reason to restrict the Director-General to requesting final orders at the time he commences a care application.

##### *Re ELM* [2006] NSWSC 1428 per Brereton J

A decision of the Supreme Court which considered the role of the Supreme Court in proceedings brought prior to the birth of a child, where concerns were held for the child in view of the mother's HIV status. The Court confirmed its powers to make pre-emptive orders. It also clarified that where the Director-General assumes care of a child, the Director-General has exclusive authority to make decisions about matters falling within the Director-General's care responsibility.

#### (b) Adoption matters

##### *Re S and the Adoption Act 2000 (No.2)* [2006] NSWSC 1438 per White J

The Court held that there was possible inconsistency between State and Commonwealth legislation concerning the application because the *Adoption Act 2000* was not sufficiently comparable to clause 16, Commonwealth Regulations.

## Appendix 2 Consultation

### Significant committees of the Department and names of committee members

#### DOCS EXECUTIVE

The Executive meets monthly and is DoCS principal decision-making forum, providing collegiate leadership under the authority of the Director-General.

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Communities and Policy	Sue Dawson <sup>1</sup>
Deputy Director-General, Service System Development	Gül Izmir <sup>2</sup>
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate <sup>3</sup>
Deputy Director-General, Corporate Services	Alan Ramsey <sup>4</sup>
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Communities	Sonja Stewart
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Out-of-Home Care Policy	Megan Mitchell
Executive Director, Service Funding Strategy	Toni Milne
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight <sup>5</sup>
Executive Director, Economics, Statistics and Research	Marilyn Chilvers <sup>6</sup>
Executive Director, Children's Services	John Tansey <sup>7</sup>
A/Executive Director, Operations Support	Myra Craig <sup>8</sup>
Executive Director, Operations Development	Anne Campbell
Executive Director, Helpline	Helen Freeland
Director Financial Services	John Parisi
Chief Information Officer	Kerry Holling <sup>9</sup>
Regional Director, Metro Central	Anne-Maree Sabellico
Regional Director, Metro South West	Janet Vickers <sup>10</sup>
Regional Director, Metro West	Margaret Oldfield
Regional Director, Hunter and Central Coast	Anne Maree Gleeson
Regional Director, Southern	Jill Herberte
Regional Director, Western	Glynis Ingram <sup>11</sup>
Regional Director, Northern	Susan Priivald

1 To December 2006 (position discontinued).

2 Previously titled Deputy Director-General, Research, Funding and Business Analysis (title change effective January 2007).

3 Previously titled Executive Director, Strategy, Communication and Governance (title change effective April 2007).

4 Previously titled Executive Director, Corporate Services (title change effective April 2007).

5 From April 2007 (new position).

6 From March 2007 (new position).

7 From December 2006 (new position).

8 Leanne Hillman held the position until August 2006. Myra Craig acted in the position from September 2006.

9 Marilyn Taylor acted in the position until December 2006. Kerry Holling held the position from February 2007.

10 Adele Brooks acted in the position to July 2006. Janet Vickers held the position from August 2006.

11 Peter Finch acted in the position from March to December 2006.

### DIRECTOR-GENERAL/ DEPUTY DIRECTORS-GENERAL FORUM

The Director-General meets fortnightly with the Deputy Directors-General. This meeting deals with new issues of operational or policy significance as well as urgent and/or general Executive issues, enabling the Monthly Executive Meetings to focus on more strategic and whole-of-organisation matters.

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Communities and Policy	Sue Dawson
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard <sup>13</sup>

### ABORIGINAL REFERENCE GROUP

Chair	Michael Paduch-Duckett
Deputy Chair	Robyn Bird-Hedges
Helpline	Stephanie Brasier
Head Office	Bianca Jarrett
Hunter and Central Coast Region	Lynette Lawrie
Metro Central Region	Brandi Moss
Metro South Region	Janice Pavoulou
Metro West Region	Larry Hilda
Northern Region	Luke Clausen
	Paul O'Connor
	Kim Donohue
Western Region	Betty Cragg
	Tina Toomey

### AUDIT COMMITTEE

Committee members	Date commenced on committee	Meetings attended
Neil Shepherd (Director-General)	13 August 2002	5
Donna Rygate (Deputy Director-General, Strategy, Communication and Governance)	27 October 2005	5
Alan Ramsey (Executive Director, Corporate Services)	10 December 2002	6
Gül Izmir (Deputy Director-General, Service System Development)	1 December 2005	4
Deborah Page (Independent )	8 November 2000	6
Susan Lenehan (Independent)	10 December 2002	5

<sup>13</sup> From January 2007.

## BRIGHTER FUTURES PARTNERS SEMINAR <sup>14</sup>

DoCS	Gül Izmir
	Annette Gallard
	Anne Campbell
	Linda Mallett
	Toni Milne
	Elizabeth Knight
	Simone Walker
	Clare Rogers
	Carmen Parter
	Sean O'Toole
	Ilan Katz
	Anne Maree Gleeson
	Susan Priivald
	Jill Herberte
	Glynis Ingram
	Anne-Maree Sabellico
	Janet Vickers
	Adele Brookes
	Margaret Oldfield
	Bega Valley Shire Council
CareSouth	Andrew Munro
Casino Neighbourhood Centre Inc	Noeline Olive
Centacare Newcastle	Bryan Dunn
Mission Australia	Bill Dibley
SDN Children's Services Inc	Ginie Udy
Tharawal Aboriginal Corporation	Darryl Wright
Benevolent Society	Maree Walk
Uniting Church – Wesley Dalmar	Leslie Cook
Uniting Care Burnside	Jane Woodruff
Consortium of Neighbourhood Centres	Gretchen Young
Wandiyali	Steve Kilroy
Samaritans Foundation	Lynne Graham
Association of Childrens Welfare Agencies	Andrew McCallum
Council of Social Service of NSW	Linda Frow
Local Community Services Association	Brian Smith
NSW Family Services Inc	Sue Richards

<sup>14</sup> Established March 2007.

### CHILDREN AND YOUNG PERSONS (CARE AND PROTECTION) ACT 1998 LEGISLATIVE REFORM WORKING GROUP<sup>15</sup>

Executive Director, Out-of-Home Care (Chair)	Megan Mitchell
Deputy Director General, Service System Development	Gül Izmir
Executive Director, Child Protection and Early Intervention	Linda Mallett
Director, Legal Services	Roderick Best
Executive Director, Helpline	Helen Freeland
Director, Child Protection	Eija Roti
Manager Aboriginal Services Policy, Aboriginal Services	Simon Jordan
Regional Director, Metro Central	Anne Maree Sabellico

### COMMUNITIES DIVISION PARTNERS REFERENCE GROUP

DoCS	Neil Shepherd
	Sonja Stewart
	Gül Izmir
	Annette Gallard
	John Macmillan
Women's Legal Resource Centre	Janet Loughman
Local Community Services Association	Brian Smith
Youth Action and Policy Association	Reynato Reodica
NSW Family Services Inc	Sue Richards
Local Government and Shires Associations	Noel Baum
Council of Social Service NSW	Michelle Burrell
Regional Communities Consultative Committee	Lynda Summers
Philanthropy Australia	Louise Burton
Western Sydney Community Forum	Leah Godfrey
NSW Women's Refuge Working Party	Deb McEvoy-Herbert

### COMMUNITY SERVICES GRANTS PROGRAM ROUNDTABLE

DoCS (Chair)	Toni Milne
	Simone Walker
	Judy Giese
	Marilyn Chilvers
	Sonja Stewart
	Jill Herberte
Council of Social Service NSW	Michelle Burrell
	Linda Frow
Youth Action and Policy Association	Reynato Reodica
Western Sydney Community Forum	Leah Godfrey
Local Government and Shires Associations	Noel Baum
NSW Family Services Inc	Sue Richards
Local Community Services Association	Brian Smith

<sup>15</sup> Established March 2007

## CORPORATE INFORMATION PROJECTS STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Service System Development (Chair)	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Corporate Services	Alan Ramsay
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Economics, Statistics, Research and Evaluation	Marilyn Chilvers
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Director, Information Management	Julie Young
Chief Information Officer	Kerry Holling

## EARLY INTERVENTION STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Service System Development (Chair)	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Operations Development	Anne Campbell
Executive Director, Service Funding Strategy	Toni Milne
Executive Director, Corporate and Workforce Strategies	Jo Grisard
A/ Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
Regional Director, Metro South West	Janet Vickers
Director, Learning and Development	Sean O'Toole
Director, Performance-based Contracting	Judy Giese
A/ Director, Prevention and Early Intervention	Clare Rogers
Director, Aboriginal Services Branch	Carmen Parter
Manager, Communication	Trish Tweedie
Project Director, Early Intervention	Adele Brookes

## ETHNIC AFFAIRS ADVISORY GROUP

DoCS Head Office	Jo Grisard
	Paul Mortimer
	Evette Hanna
DoCS Multicultural Staff Reference Group	Kathy Tzanis
Community Relations Commission	Peter Reynolds
Ethnic Communities Council of NSW	Peter Polites
	Nicole Schlederer
Settlement Services Coalition	Edmond Nehme
Granville Multicultural Community Centre	Paula Chegwidde
Ethnic Childcare Family and Community Services Co-op	Vivi Germanos-Koutsounadis
NESB Women's Housing Scheme	Mira Mitrovic
Immigrant Women's Speakout	Jane Brock
Northern Settlement Services	Alex Burns
NSW Women's Refuge Resource Centre	Liliana Reynaud
Fairfield Community Resource Centre	Elaine Hirst
Bathurst Information and Neighbourhood Centre	Ruth Schmid
Migrant Resource Centre Forum	Karin Vasquez
	Erin Hoffman
Ethnic Minorities Action Group	Cheryl Webster
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	Jasmina Bajraktarevic
Australian Centre for Languages	Mark Lakk
Youth Accommodation Association	Michel Coffey
Council of Social Service NSW	Linda Frow
Association of Childrens Welfare Agencies	Eric Scott
Refugee Support Network	Marisa Salem

## INFORMATION AND COMMUNICATION TECHNOLOGY STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Helpline	Helen Freeland
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
NSW Businesslink	John Kobal
Director, Information Management	Julie Young

## MULTICULTURAL STAFF REFERENCE GROUP

Head Office	Ximena Tapia
	Gargi Ganguly
Helpline	Mary Labbad
	Kara Rae-Minshall
Metro Central	Mimi Wellisch
Metro West	Jose Vasquez
	Zeljka Music
	Yvonne Chan
	Maria Spilitopoulos
Metro South West	Hari Gaikwad
	Anh Thi Nguyen
Northern	Deanna Fuller (Chair)
	William Van Den Bosch
Western	Yolanda (Pat) Rojas
	Isabel Abbass
Southern	Jasna Putica
	Kathy Tzanis
	Vasil Sribinovski
Hunter	Claudia Medina

## NSW COMMITTEE ON ADOPTION AND PERMANENT CARE

DoCS	Mary Griffin
	Jenny Ames
	Brendan Jones
Barnardos	Lynne Moggach
ACT Adoptions Unit	Ann Ponsonby
Adoptee	Erika Berzins
Anglicare	Jane West
	Jackie Palmer
Centacare	Sonali Abeynaike
	Bernadette Parr
The Benevolent Society	Thea Ormerod
	Angharad Candlin
Parramatta/Holroyd Family Support	Christine Hancock
Intercountry Adoptee Support Network	Analee Mathews
International Social Services	Anjali Prabu
Mercy Ministries	Bec Lounder
	Felicity Corry
Australian Society for Intercountry Aid for Children	Evelyn Schultz-Middleton
Be My Family	Elisa Elwin
Adoptive Parents Association NSW	Yvonne Olsson
	Sonia Krivacic
Salvation Army	Gina Musumeci
Australian Families for Children Inc	Debbie Jeffrey

## OUT-OF-HOME CARE PARTNERS REFERENCE GROUP <sup>16</sup>

DoCS	Neil Shepherd
	Annette Gallard
	Sue Dawson
	Gül Izmir
	Alan Ramsey
	Megan Mitchell (Chair)
	Anne Campbell
	Toni Milne
	Anne-Maree Sabellico
	Susan Priivald
	Roderick Best
	Christine Howlett
	Women's Legal Resource Centre
NSW Women's Refuge Working Party	Deb McEvoy-Herbert
Local Community Services Association	Brian Smith
Youth Action and Policy Association	Kristy Delaney
NSW Family Services Inc	Sue Richards
Local Government and Shires Associations	Noel Baum
Council of Social Service NSW	Michelle Burrell
Regional Communities Consultative Council	Diana Gibbs
	Lynda Summers
Philanthropy Australia	Louise Burton
Western Sydney Community Forum	Leah Godfrey

## OUT-OF-HOME CARE MAJOR PROJECT COMMITTEE <sup>17</sup>

Director-General	Neil Shepherd
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Communities and Policy	Sue Dawson
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Out-of-Home Care Policy	Megan Mitchell
Executive Director, Operations Development	Anne Campbell
Executive Director, Service Funding Strategy	Toni Milne
Regional Director, Metro Central	Anne-Maree Sabellico
Regional Director, Northern	Susan Priivald
Director, Legal Services	Roderick Best
Project Director, Out-of-Home Care Major Project	Christine Howlett

<sup>16</sup> Final meeting held on September 2006.

<sup>17</sup> Established July 2006.

**PERMANENCY PLANNING STEERING COMMITTEE**

Executive Director, Out-of-Home Care	Megan Mitchell
Executive Director, Operations Development	Anne Campbell
Manager, Child Protection	Louise Boulter
Director, Child and Families, South West	Clare Donnellan
A/Manager, System and Process Improvement	Rosemary Fitzgerald
Director, Adoption and Permanent Care Services	Mary Griffin
Director, Out-of-Home Care Major Project	Christine Howlett
Principal Evaluator, Research and Evaluation	Inga Jacobsson
Regional Director, Metro West	Margaret Oldfield
Director, Learning and Development	Sean O'Toole
A/Principal Economist, Economics and Research	Nicola Robinson
Regional Director, Metro Central	Anne Maree Sabellico

**PSYCHOLOGY PROJECT BOARD**

A/Executive Director, Operations Support (Chair)	Myra Craig
Executive Director, Operations Development	Anne Campbell
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Manager, Special Projects (Psychology)	Suzanne Pope
Industrial Relations Unit, NSW BusinessLink	Danny Blair
Director, Child and Family, Metro South West	Clare Donnellan
Senior Policy Officer, Out-of-Home Care	Jeff Gild
Director, Corporate Human Resources	Leon Newbery
Regional Director, Metro West	Margaret Oldfield
Director, Learning and Development	Sean O'Toole

**RESEARCH ADVISORY COUNCIL**

DoCS Director-General (Chair)	Neil Shepherd
DoCS Deputy Director-General, Service System Development	Gül Izmir
Charles Sturt University	Bill Anscombe
Southern Cross University	Judy Atkinson
University of Sydney	David Bennett
	Judy Cashmore
	Gwynnyth Llewellyn
Macquarie University	Jacqueline Goodnow
Social Policy Research Centre, University of NSW	Ilan Katz
	Sheila Shaver
Hunter Children's Health Network	Graham Vimpani

## Ministerial advisory committees

### COMMUNITY AND DISABILITY SERVICES MINISTERIAL COUNCIL (CDSMC)

The CDSMC is a forum for regular consultation between Commonwealth, state and territory Ministers with family, youth, community and disability services and welfare responsibilities and the New Zealand Government.

#### NSW Government representatives

Minister for Community Services

Minister for Ageing, Disability and Home Care

### COMMUNITY AND DISABILITY SERVICES MINISTERIAL ADVISORY COUNCIL (CDSMAC)

CDSMAC provides support to the Ministerial Council by implementing the decisions of the Council and providing strategic advice.

#### DoCS representatives

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard <sup>18</sup>

### MINISTERIAL ADVISORY COMMITTEE

Director-General	Neil Shepherd
University of Sydney	Judy Cashmore <sup>19</sup>
Aboriginal Child, Family and Community Care State Secretariat	Glenda Stubbs <sup>20</sup>
Council of Social Service NSW	Michelle Burrell <sup>21</sup>
Association of Childrens Welfare Agencies	Andrew McCallum
Barnardos Australia	Louise Voigt <sup>22</sup>
Independent	Leonie Manns <sup>23</sup>

### SUPPORTED ACCOMMODATION ASSISTANCE COUNCIL

DoCS	Toni Milne
	Allan Raisin
NSW Federation of Housing Associations Inc (Chair)	Adam Farrar
Southern Youth and Family Services	Narelle Clay
B. Miles Women's Housing Scheme	Leanne Elsworth <sup>24</sup>
Youth Accommodation Association	Michael Coffey
Wandiyali ATSI Inc (Newcastle)	Steve Kilroy
NSW Women's Refuge Resource	Catherine Gander
Women's Housing Company	Bobbie Townsend
NSW Aboriginal Housing Board	Ann Weldon
Homelessness NSW ACT	Sue Cripps
Shirewide Youth Services Inc, Cronulla	Donna Curtis
Office of Community Housing	Maura Boland
Commonwealth Department of Family and Community Services	Wendy Maybury

### YOUTH TASKFORCE OF THE MINISTERIAL COUNCIL ON EDUCATION, EMPLOYMENT, TRAINING AND YOUTH AFFAIRS

Manager, Youth Strategy and Participation, Communities	Tony Wiseheart
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<sup>18</sup> From December 2006. Sue Dawson was on the Council to December 2006.

<sup>19</sup> To January 2007.

<sup>20</sup> From November 2006. Kate Lindsay was on the Council until November 2006.

<sup>21</sup> From December 2006. Gary Moore was on the Council until November 2006.

<sup>22</sup> From December 2006.

<sup>23</sup> To November 2006.

<sup>24</sup> To April 2007.

**Members of significant interdepartmental committees and statutory bodies****ABORIGINAL EARLY YEARS WORKING GROUP (UNDER THE FAMILIES AND COMMUNITIES CLUSTER – TWO WAYS TOGETHER)**

Manager, Programs and Projects, Children's Services	Ruth Newman
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**ANAPHYLAXIS WORKING PARTY (NSW HEALTH)**

Manager, Programs and Projects, Children's Services	Ruth Newman
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**AREA ASSISTANCE SCHEME REGIONAL ADVISORY COMMITTEE**

Manager, Community Program Support	Deirdre Young
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**ANTISOCIAL BEHAVIOUR WORKING PARTY (PREMIERS DEPARTMENT)<sup>25</sup>**

Director, Legal Services	Roderick Best
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**APPREHENDED VIOLENCE LEGAL ISSUES COORDINATING COMMITTEE**

Team Leader, International Kidnapping	Jeevani Korathotha
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**BUSHFIRE COORDINATING COMMITTEE**

Manager, State Disaster Recovery Centre	Wendy Graham
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**CABRAMATTA SENIOR OFFICERS COORDINATING COMMITTEE ON DRUGS**

Executive Director, Communities (Chair)	Sonja Stewart
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Manager, Regional Strategy, Metro South West (secretariat)	Cathy Noble
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Manager, Drug Summit Unit	Aqua Robins
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**CANTERBURY BANKSTOWN PROJECT REFERENCE GROUP**

Executive Director, Communities	Sonja Stewart
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**CHILD DEATH REVIEW TEAM**

Executive Director, Helpline	Helen Freeland
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**CHIEF EXECUTIVE OFFICER'S GROUP ON ABORIGINAL AFFAIRS**

Director-General	Neil Shepherd
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**CHIEF EXECUTIVE OFFICER'S COUNTER TERRORISM COORDINATION GROUP**

Director-General	Neil Shepherd
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A/Executive Director, Operations Support	Myra Craig
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**CHILD PROTECTION SENIOR OFFICERS GROUP (HUMAN SERVICES AND JUSTICE AGENCIES)**

Executive Director, Child Protection and Early Intervention (Chair)	Linda Mallett
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Executive Director, Economics, Statistics and Research	Marilyn Chilvers
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Director, Child Protection Policy and Service Reform	Eija Roti
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Manager, Child Protection	Louise Boulter
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<sup>25</sup> Established December 2006.

#### CHILDREN'S COURT ADVISORY COMMITTEE

Director, Legal Services	Roderick Best
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#### COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) DATA AND EARLY CHILDHOOD SUB-GROUP

Deputy Director-General, Service System Development	Gül Izmir
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#### COAG REPORT ON GOVERNMENT SERVICES STEERING COMMITTEE

Manager, Programs and Projects, Children's Services	Ruth Newman
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#### COMMUNITY REGENERATION EXPERT ADVISORY COMMITTEE

Executive Director, Communities	Sonja Stewart
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#### COMMUNITY SERVICES MINISTERIAL ADVISORY COUNCIL – CHILDREN'S SERVICES SUB COMMITTEE

Executive Director, Children's Services	John Tansey
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#### CONDUCT OF CARE PROCEEDINGS (LEGAL AID COMMISSION)

Director, Legal Services	Roderick Best
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#### CRIME PREVENTION COUNCIL

Executive Director, Communities	Sonja Stewart
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#### DOCS – DET MEMORANDUM OF UNDERSTANDING IMPLEMENTATION STEERING COMMITTEE

Executive Director, Out-of-Home Care (Chair until December 06)	Megan Mitchell
A/Executive Director, Operations Support (Chair from December 06)	Myra Craig
Executive Director, Economics, Statistics and Research	Marilyn Chilvers
Regional Director, Metro Central	Anne-Maree Sabellico
Principal Project Officer, Operations	Cora Ingram
Manager, Policy and Legislation	Danielle Woolley

#### DOMESTIC AND FAMILY VIOLENCE STRATEGY SENIOR OFFICERS GROUP

Director, Strategic Policy	Helen Rogers
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#### DOMESTIC VIOLENCE COURT INTERVENTION MODEL REFERENCE GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

Director, Community Programs	Maria Visotina
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#### DROUGHT/WATER INFRASTRUCTURE COMMITTEE

A/Executive Director, Operations Support	Myra Craig
Manager, State Disaster Recovery Centre	Wendy Graham

#### DROUGHT WELFARE COORDINATION COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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#### E-LODGEMENT WORKING GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

Team Leader, Child Law	Derek Smith
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**FAMILIES NSW SENIOR OFFICERS GROUP**

Executive Director, Communities (Chair)	Sonja Stewart
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Service Funding Strategy	Toni Milne
Director, Strategy and Planning, Communities	Paul Murphy

**GOVERNMENT CHIEF INFORMATION OFFICER EXECUTIVE COUNCIL**

Chief Information Officer	Kerry Holling
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**GOVERNMENT CHIEF INFORMATION OFFICERS CHANNELS AND ACCESS – SENIOR OFFICERS GROUP**

Executive Director, Helpline	Helen Freeland
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**HOUSING AND HUMAN SERVICES ACCORD SENIOR OFFICERS GROUP (NSW DEPARTMENT OF HOUSING)**

Director, Strategic Policy	Helen Rogers
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**HUMAN CAPITAL WORKING GROUP (COAG COMMITTEE)**

Director-General	Neil Shepherd
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Community and Policy	Sue Dawson

**HUMAN SERVICES ACCESS FRAMEWORK SENIOR OFFICERS GROUP**

Executive Director, Helpline	Helen Freeland
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**HUMAN SERVICES CABINET COMMITTEE**

Deputy Director-General, Communities and Policy	Sue Dawson
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**HUMAN SERVICES CHIEF EXECUTIVE OFFICERS FORUM**

Director-General (Chair)	Neil Shepherd
Executive Director, Communities	Sonja Stewart

**HUMAN SERVICES CEOS MENTAL HEALTH SENIOR OFFICERS GROUP (THE CABINET OFFICE)**

Director, Strategic Policy	Helen Rogers
Director, Strategy and Planning, Communities	Paul Murphy

**HUMAN SERVICES CEOS NGO DEVELOPMENT AND SUPPORT WORKING GROUP**

Deputy Director-General, Service System Development (Chair)	Gül Izmir
Executive Director, Communities	Sonja Stewart
Executive Director, Service Funding Strategy	Toni Milne
Director, Policy Development and Service Planning	Simone Walker

**HUMAN SERVICES CEOS SENIOR OFFICERS GROUP (THE CABINET OFFICE)**

Director, Strategic Policy	Helen Rogers
Director, Strategy and Planning, Communities	Paul Murphy

## HUMAN SERVICES SENIOR OFFICER GROUP, WESTERN SYDNEY

Regional Director, Metro West (Chair)	Margaret Oldfield
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## JOINT INVESTIGATION RESPONSE TEAMS CHIEF EXECUTIVE OFFICER'S GROUP (WITH NSW POLICE FORCE AND NSW HEALTH)

Director-General	Neil Shepherd
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## JOINT INVESTIGATION RESPONSE TEAM STATEWIDE MANAGEMENT GROUP

Deputy Director-General, Operations (Chair)	Annette Gallard
Regional Director, Northern	Susan Priivald
Director, JIRT	Allana Christie
Manager, JIRT	Julie Gray

## LEGAL AID COMMISSION CARE REVIEW

Director, Legal Services	Roderick Best
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## MAGELLAN STEERING COMMITTEE (FAMILY COURT)

Team Leader, Child Law	Derek Smith
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## NATIONAL COMMUNITY SERVICES INFORMATION MANAGEMENT GROUP

Deputy Director-General, Service System Development (Chair)	Gül Izmir
Manager, Data Architecture, Information Management	Allan Richmond

## NATIONAL DISASTER RECOVERY SUB COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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## NATIONAL YOUTH AFFAIRS RESEARCH SCHEME

Principal Project Officer, Youth Strategy and Participation	Liz Hurst
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## NSW BUSINESSLINK BOARD

Director-General (Board Director)	Neil Shepherd
Deputy Director-General, Corporate Services	Alan Ramsey

## NSW CHILD PROTECTION WATCH TEAM INTERAGENCY WORKING GROUP (NSW POLICE FORCE)<sup>26</sup>

Director, Child Protection Policy and Service Reform	Eija Roti
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## NSW CHILDREN AND YOUNG PEOPLE'S HEALTH PRIORITY TASKFORCE

Executive Director, Communities	Sonja Stewart
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## NSW EXECUTIVE OF AUSTRALIA AND NEW ZEALAND EDUCATION LAW ASSOCIATION

Director, Legal Services	Roderick Best
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## NSW INFLUENZA PANDEMIC TASKFORCE

A/Executive Director, Operations Support	Myra Craig
Manager, State Disaster Recovery Centre	Wendy Graham

<sup>26</sup> Ceased operations in September 2006.

**NSW LAW SOCIETY FAMILY ISSUES COMMITTEE**

Director, Legal Services	Roderick Best
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**NSW LAW SOCIETY SPECIALIST ACCREDITATION COMMITTEE ON CHILD LAW**

Director, Legal Services	Roderick Best
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**NSW PUBLIC SECTOR WORKFORCE PLANNING ADVISORY GROUP**

Executive Director, Corporate and Workforce Strategies	Jo Grisard
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**NSW STATE DISASTER RECOVERY COMMITTEE**

Manager, State Disaster Recovery Centre (Chair)	Wendy Graham
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**NSW STATE EMERGENCY MANAGEMENT COMMITTEE**

Manager, State Disaster Recovery Centre	Wendy Graham
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**NSW VICTIMS OF CRIME INTERAGENCY**

Senior Project Officer, Violence Against Women, Communities	Jacquie Cheetham
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Project Officer, Violence Against Women, Communities	Janice Bagot
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**PRESCHOOL INVESTMENT AND REFORM PLAN WORKING GROUP<sup>27</sup>**

Deputy Director-General, Service System Development (Chair)	Gül Izmir
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Executive Director, Service Funding Strategy	Toni Milne
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Executive Director, Children's Services	John Tansey
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**PREMIER'S COUNCIL ON ACTIVE LIVING**

Manager, Communities Strategy	John Macmillan
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**RECEPTION AND ASSISTANCE CENTRES WORKING GROUP**

Manager, State Disaster Recovery Centre	Wendy Graham
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**REDFERN/WATERLOO CHIEF EXECUTIVE OFFICER'S STEERING COMMITTEE**

Director-General	Neil Shepherd
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Regional Director, Metro Central	Anne-Maree Sabellico
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**SUPPORTED ACCOMMODATION ASSISTANCE PROGRAM COORDINATION AND DEVELOPMENT COMMITTEE (FAMILY AND COMMUNITY SERVICES)**

Executive Director, Service Funding Strategy	Toni Milne
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Director, Policy Development and Service Planning	Simone Walker
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Director, Service Funding Projects	Allan Raisin
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**TWO WAYS TOGETHER COORDINATING COMMITTEE**

Director, Aboriginal Services Branch	Carmen Parter
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**TWO WAYS TOGETHER FAMILIES AND COMMUNITIES CLUSTER**

Director, Aboriginal Services Branch	Carmen Parter
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<sup>27</sup> Established July 2006.

**VIOLENCE AGAINST WOMEN (VAW) STATE MANAGEMENT GROUP  
(NSW ATTORNEY-GENERAL'S DEPARTMENT)**

Director-General	Neil Shepherd
Executive Director, Communities	Sonja Stewart

**WORKING PARTY ON ABORIGINAL ISSUES IN CARE PROCEEDINGS  
(NSW ATTORNEY-GENERAL'S DEPARTMENT)**

Director, Legal Services	Roderick Best
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**WORKING PARTY ON MATTERS OF CARE LAW WITH CHILDREN'S COURT, LEGAL AID AND  
NSW ATTORNEY-GENERAL'S DEPARTMENT**

Director, Legal Services	Roderick Best
Legal Officer	Emma Hurford
Legal Officer	Donna Mapledoram

**WORKING PARTY TO ESTABLISH A PROTOCOL FOR INDEPENDENT CHILDREN'S LAWYERS**

Team Leader, Child Law	Derek Smith
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**WORKING TOGETHER FOR NSW JOINT IMPLEMENTATION COMMITTEE (HUMAN SERVICES CHIEF  
EXECUTIVE OFFICER'S AND FORUM OF NON-GOVERNMENT AGENCIES)**

Director-General	Neil Shepherd
Executive Director, Communities	Sonja Stewart

**YOUTH ADVISORY COUNCIL**

Manager, Youth Strategy and Participation, Communities (ex-officio member)	Tony Wiseheart
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**YOUTH ALCOHOL ACTION PLAN ADVISORY COMMITTEE**

Director, Strategy and Planning, Communities	Paul Murphy
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**YOUTH JUSTICE ADVISORY COUNCIL**

Director, Strategy and Planning, Communities	Paul Murphy
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**YOUTH PARTNERSHIP WITH PACIFIC COMMUNITIES IMPLEMENTATION COMMITTEE**

Executive Director, Communities	Sonja Stewart
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### Appendix 3 Executive reports

#### Number of executive positions\*

##### NUMBER OF POSITIONS HELD

Level	2007	2006
8	1	1
7	0	0
6	2	2
5	2	2
4	6	5
3	14	13
2	3	2
1	0	0

\* Positions held at each level as at 30 June each year.

##### EXECUTIVE REMUNERATION – SES LEVEL 5 AND ABOVE AS AT 30 JUNE 2007

Position title	Name of occupant	SES Level	Total remuneration package (\$)	Period
Director-General	Neil Shepherd	8	\$437,740	Full year
Deputy Director-General, Operations	Annette Gallard	6	\$304,000	Full year
Deputy Director-General, Service System Development	Gül Izmir	6	\$305,000	Full year
Deputy Director-General, Corporate Services	Alan Ramsey	5	\$247,300	Full year
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate	5	\$247,300	Full year

##### NUMBER OF FEMALE EXECUTIVES\*

	2007	2006
Number of executive positions	28	25
Number of women in executive positions	21	18
Percentage	75	72

\* Positions held as at 30 June each year.

## Performance reports for officers SES level 5 and above

### Position: Director-General

Position holder: Dr Neil Shepherd

SES Level: 8

Period in position: Whole year

Key achievements over the period were:

- ❖ Continued to progress implementation of DoCS five full year \$1.2 billion reform program
- ❖ Recruited 534 caseworkers in 2006/07
- ❖ Progressed a comprehensive Aboriginal Employment and Organisational Development Framework
- ❖ Improved DoCS data quality and implemented data quality management strategies
- ❖ Developed DoCS Evaluation Agenda and Economic Evaluation Guidelines
- ❖ Implemented a revised project management framework for major projects
- ❖ Progressively reviewed all funding practices in line with the DoCS Funding Policy
- ❖ Commenced review of the Community Services Grants Program
- ❖ Continued implementing the recommendations of the performance audit of the Helpline
- ❖ Contributed to the development of the COAG Early Childhood Care and Education Human Capital reform directions and the NSW Human Capital Action Plan
- ❖ Completed a review of DoCS service delivery strategies for children's services
- ❖ Upgraded the DoCS client information system hardware platform
- ❖ Foster care improvements – reviewed and implemented new allowances and contingencies, established dedicated Carer Support Teams and regional Foster Carer Advisory Groups, released a Partnership Agreement between DoCS and carers and published the newsletter *Fostering Our Future*
- ❖ Finalised and implemented the Department's Aboriginal Strategic Commitment
- ❖ Launched *Spotlight on Safety* social research report
- ❖ Launched the DoCS early intervention program Brighter Futures and developed the *Brighter Futures Service Provision Guidelines*
- ❖ Continued implementation of the neglect policy and revised secondary assessment procedures for children at risk of harm
- ❖ Commenced work on the Child Protection Major Project and substantially progressed the Out-of-Home Care Major Project
- ❖ Developed significant new policies and services models including Case Management, Relative and Kinship Care, Intensive and General Foster Care Service Models, Wraparound Services, and Residential (and related) Care Models
- ❖ Made further improvements in the management and monitoring of High Needs Kids placements
- ❖ Progressively rolled out the Permanency Planning Demonstration Project to community services centres across the state
- ❖ Progressed an Aboriginal Out-of-Home Care Capacity Building Project
- ❖ Implemented the Two Ways Together Families and Communities Cluster Action Plan for Aboriginal families and clients
- ❖ Participated in the development of the State Plan and commenced work on the two priorities for which DoCS is lead agency (F6 and F7)
- ❖ Participated in Human Services CEOs Forum activities including Youth Action Plan, Families NSW and implementation of projects under the NGO Development and Support Initiative.

**Position: Deputy Director-General, Operations**

Position holder: Annette Gallard

SES Level: 6

Period in position: Whole year

Key achievements over the period were:

- ❖ Led the process of integrating the various DoCS reform projects into DoCS' community services centres known as Enhanced Service Delivery
- ❖ Developed the Professional Development and Quality Assurance Program to improve DoCS casework practice
- ❖ Developed systems to introduce new initiatives into community services centres taking into account the complexity of the change and the need to tailor to specific staff roles
- ❖ Developed and implemented a new agreement with foster carers that is being implemented statewide
- ❖ Completed the writing and amendment of 46 Business Help procedural documents and reoriented the program to link more closely with the roll-out of the DoCS reform program
- ❖ Recruited, assessed and trained new foster carers as a result of a major recruitment campaign that was held during Foster Care Week 2006
- ❖ Developed a new management structure for psychologists and an approach to allocating new psychologist resources
- ❖ Reviewed and revised existing regional positions to deliver the Professional Development and Quality Assurance Program
- ❖ Developed Practice Standards as best practice benchmarks for the delivery of casework services
- ❖ Led the development of a consistent approach to the delivery of child protection intake services in community services centres
- ❖ Introduced court liaison officers to community services centres to make the court process more efficient
- ❖ Introduced field kits for caseworkers to use on home visits
- ❖ Provided guidelines on a consistent approach to deploying out-of-home care caseworkers in community services centres
- ❖ Developed guidance on priority for case allocation in out-of-home care
- ❖ Finalised the *Intake Assessment Guidelines* to assist casework staff in decision-making about highly vulnerable children and young people
- ❖ Developed new after-hours arrangements for delivering child protection services in regional areas
- ❖ Improved the performance of the DoCS Helpline and increased staffing to better manage increasing demand
- ❖ Introduced new rostering arrangements at the DoCS Helpline that improved coverage and offered better rostering options to staff
- ❖ Introduced a new after-hours team to respond to call-outs in the metropolitan area and to coordinate after hours responses in country areas
- ❖ Introduced a standardised fax form for use by mandatory reporters in the NSW Police Force, NSW Health and Department of Education and Training for making reports to the DoCS Helpline
- ❖ Implemented a review of adoptions that moved responsibility for adoption service delivery to Operations Division and integrated out-of-home care adoptions into the roll-out of permanency planning
- ❖ Developed implementation plans for the review of JIRT with a specific focus on improving the JIRT initial response and improving the response to Aboriginal victims and their families
- ❖ Prepared the second Annual Report to the Office for Children – Children's Guardian (OCCG) on DoCS progress towards meeting accreditation standards and led the annual review by the OCCG of more than 1,500 case files
- ❖ Implemented the Neglect Policy using videos, case studies and other resources across the state to trial new approaches to improving casework practice and developed structured sessions to improve the capacity of DoCS caseworkers to conduct secondary assessments
- ❖ Introduced behaviour management strategies and training for DoCS casework staff working with children in out-of-home care
- ❖ Delivered disaster recovery services including the coordination of the recovery effort for the Hunter and Central Coast floods
- ❖ Commenced a trial of Parent Responsibility Contracts at eight community services centres
- ❖ Implemented new interstate transfer of orders and proceedings legislation
- ❖ Reviewed the placements of 198 children in the care of Aboriginal Children's Services
- ❖ Represented New South Wales at meetings of Commonwealth and State Community Services officials
- ❖ Established a Drug and Alcohol Expertise Unit to provide advice on drug use by parents and to assist in the Drug Testing Trial being conducted in four community services centres.

## Position: Deputy Director-General, Service System Development

Position holder: Dr Gül Izmir

SES Level: 6

Period in position: Whole year

Key achievements over the period were:

- ❖ Allocated \$17.6 million to improve the viability and/ or affordability of 539 preschool services under the Preschool Investment and Reform Plan (PIRP)
- ❖ Implemented the first of a number of significant reforms to children's services, including central licensing and associated reforms to licensing processes for children's services, plus a strategic monitoring and compliance framework and the start of analysis to help further improve the viability of the preschool sector
- ❖ Completed funding roll-out to non-government organisations (NGOs) for the Brighter Futures early intervention program. The funding was accompanied by training and tools to ensure DoCS and NGOs could implement the program consistently and harmoniously. This exciting new program includes case management, home visiting, parenting programs and quality children's services for participating families. The program provides for over 2,700 families to receive case management, over 4,300 Brighter Futures children to receive two days per week in quality children's services, and over 6,000 places for client families in parenting programs. A series of additional resources were produced to help Aboriginal families engage with the program
- ❖ Completed the tender process for the five year Longitudinal Study of Children in Out-of-Home Care and the continuation of the five year Brighter Futures Evaluation
- ❖ Completed statutory reviews of the *Children and Young Persons (Care and Protection) Act 1998* and the *Adoption Act 2000* – both review reports were tabled in Parliament by the Minister. The former was followed by the release of a public discussion paper and the scoping of a new major project to significantly reform child protection services
- ❖ Introduced new payment arrangements to support children and young people in out-of-home care, plus improvements to expenditure reporting for DoCS Regions
- ❖ Implemented an Expression of Interest for service providers for out-of-home care, as a result of which performance-based contracting will be introduced for all new service providers, with a review of service plans for existing providers
- ❖ Introduced a range of additional programs to assist Aboriginal children, including specified Brighter Futures places, assistance to Aboriginal service providers to help them improve viability and increase capacity, and an evaluation (not yet completed) of Intensive Family Based Services to assist with their expansion to all regions
- ❖ Established trials of new child protection policies, including on Parental Drug Testing and Prenatal Reporting
- ❖ Obtained agreement with the Commonwealth Government on the priorities for enactment over the life of the Supported Accommodation Assistance Program (SAAP) V Agreement
- ❖ Piloted the new DoCS Performance Monitoring Framework was piloted with SAAP funded services in 2006/07, including 18 information sessions for 500 NGOs on the new procedures and on the importance of quality data
- ❖ Commenced a review of the Community Services Grants Program to provide options for streamlining contract and accountability processes and promoting the viability of small service providers
- ❖ Progressed a pilot in the use of Results Based Accountability in selected family support and neighbourhood centres in partnership with NSW Family Services Inc and the Local Community Services Association
- ❖ Ongoing data improvement projects, including continued development of the Corporate Information Warehouse and the provision of advice and assistance to NGOs collecting data to report to DoCS on Brighter Futures and Out-of-Home Care services
- ❖ Completed a large number of literature reviews, research studies and Research to Practice Notes (to assist field officers) on child welfare related issues, together with monthly lectures from visiting experts, including Dr Marie Connelly on Family Conferencing; John Landsverk on longitudinal studies in OOH in California and Ted Melhuish from the University of London on the application of research evidence to working with young children and their families.

Dr Izmir was Deputy Director-General, Research, Funding and Business Analysis until a restructure of the Department in January 2007. In this restructure she gained responsibility for the Child Protection and Early Intervention, Out-of-Home Care and Children's Services Directorates which had previously been within the Communities and Policy Division.

The former Research, Funding and Business Analysis was reorganised into the Economics, Statistics and Research Directorate and Business Intelligence and Performance Directorate.

**Position: Deputy-Director General, Strategy, Communication and Governance**

Position holder: Donna Rygate

SES Level: 5

Period in position: Whole year

Key achievements over the period were:

- ❖ Launched the social research report *Spotlight on Safety*
- ❖ Developed and implemented awareness raising campaigns for: Child Protection Week, Children's Week, Families Week and developed a range of resources for NAIDOC Week
- ❖ Finalised *DoCS Style Guide*
- ❖ Facilitated the 2006 Foster Care Awards, Foster Carers' Picnic and arranged DoCS sponsorship of the *Parramatta Girl's* season at Belvoir Street Theatre
- ❖ Commenced a joint project on Methadone Related Child Deaths with NSW Health
- ❖ Coordinated work on reforms to DoCS service delivery to unaccompanied humanitarian minors
- ❖ Led and coordinated DoCS response to the Government's Aboriginal Child Sexual Assault (ACSA) Interagency Plan and prepared ACSA Taskforce responses
- ❖ Developed training material on issues management
- ❖ Provided training to regional staff in the investigation of reportable conduct
- ❖ Coordinated DoCS response to the Ombudsman on the Reviewable Deaths Annual Report
- ❖ Commenced review of Memorandum of Understanding between DoCS and the Department of Corrective Services
- ❖ Provided the Minister and Director-General with comprehensive and timely briefings, correspondence and advice
- ❖ Provided staff support teams for critical events
- ❖ Processed 375 Freedom of Information applications 125 Interstate Former Ward applications and commenced a historical records project
- ❖ Managed development and production of a Neglect Video
- ❖ Developed and implemented communication action plans to support National Sorry Day and Reconciliation Week, DoCS neglect initiative and staff conferences
- ❖ Implemented communication activities to improve DoCS relationship with foster carers
- ❖ Coordinated major publications for the Department
- ❖ Developed Brighter Futures brand for DoCS early intervention program
- ❖ Provided sponsorship and support to assist the former inmates of the Hay Institute for Girls return to Hay for a reunion
- ❖ Distributed more than 794,623 resources
- ❖ Completed a usability test of the Department's website
- ❖ Prepared the 2005/06 Annual Report
- ❖ Commenced a co-sleeping project aimed at improving knowledge in the area of co-sleeping related child deaths
- ❖ Facilitated a case file audit undertaken by the Office for Children – Children's Guardian (over 1,500 files audited)
- ❖ Commenced a review of the DoCS and Department of Corrective Services Memorandum of Understanding
- ❖ Supported the Community and Disability Services Ministers' Conference and Community and Disability Services Ministers' Advisory Council meetings
- ❖ Monitored and reported on the implementation of DoCS-led actions in Interagency Action Plan for Better Mental Health
- ❖ Monitored and reported on departmental actions for State Plan priorities where DoCS is a partner
- ❖ Monitored and analysed the impact of Commonwealth policies on DoCS clients
- ❖ Developed a draft Governance Strategy and commenced stakeholder consultation
- ❖ Provided governance and privacy advice
- ❖ Organised a privacy issues Practice Solutions session for DoCS staff
- ❖ Published a *Guide to Governance*
- ❖ Processed KiDS checks for the department
- ❖ Scanned ward indexes for improved access
- ❖ Verified subjects in each image in the Department's historic photo collection (5,000 images).

**Position: Deputy Director-General,  
Corporate Services**

Position holder: Alan Ramsey

SES Level: 5

Period in position: Whole year

Key achievements over the period were:

- ❖ Managed the development of the DoCS Information Management and Technology Strategic Plan
- ❖ Managed the accommodation aspect of the Enhanced Service Delivery Program
- ❖ Commenced the review of DoCS Financial and Administrative policies and practices
- ❖ Completed the review of OOHC financial processes and implemented new KIDS/SAP functionality which was incorporated in Releases B and C of the KIDS software
- ❖ Purchased the new Intranet/Internet Content Management System (CMS) Software solution and began implementation of the new system
- ❖ Finalised the transition of KIDS to the new IBM platform at Businesslink and completed the upgrades to KIDS in version releases B, C and D
- ❖ Completed the upload of the agreed 2006/07 budget to the SAP finance system so that branch agreed budget numbers were available to all managers by 31 July 2006
- ❖ Finalised Treasury Forward Estimate returns for the 2007/08 DoCS budget
- ❖ Drafted the proposed budget allocation for 2007/08 for all DoCS branches and obtained Director-General and Executive agreement to the budget
- ❖ Prepared the 2007/08 DoCS budget for inclusion in the NSW Budget Papers and for allocation within the Department
- ❖ Negotiated with NSW Businesslink to develop a price and performance measure structure for the provision of shared services to the Department.



## Appendix 4 Policies and plans

### Equal Employment Opportunity

As at the end of June 2007, DoCS employed a total of 3,997 people including both full-time and part-time employees (excluding casuals).

A total of 82 per cent of staff were female and 18 per cent male. There were 196 Aboriginal identified positions, of which 164 were involved in direct service delivery, and 71 multicultural identified positions, 61 of which were caseworkers.

Six Aboriginal cadetships continued throughout 2006/07. These included two social work/welfare cadets, two legal cadets and two psychology cadets.

The Aboriginal Reference Group continued to meet regularly during the year and provided forums for consultation, networks for staff support and contributions to planned business activities. Aboriginal Services Branch continues to provide internal support and professional development for Indigenous staff.

The Multicultural Staff Reference Group (MSRG) met quarterly to monitor implementation of DoCS Ethnic Affairs Priorities Statement (EAPS) Plan 2006/07. The MSRG provided advice on:

- ❖ recruitment of and support for culturally diverse staff
- ❖ delivery of services to culturally and linguistically diverse clients
- ❖ course content relating to cultural awareness.

For further information refer to the Ethnic Affairs Priorities Statement on page 160.

### TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO group	Benchmark or target	% of total staff			
		2006/07	2005/06	2004/05	2003/04
Women	50	82	81	81	81
Aboriginal people and Torres Strait Islanders	2	14.4*	10.1	11.5	5.6
People whose first language was not English	20	18	18	20	20
People with a disability	12	6	6	7	12
People with a disability requiring work-related adjustment	7	2.3	2.5	2.7	3

Note: The accuracy of these estimates depends on a combination of factors, including response rates, sample sizes, and various types of bias which may arise from the administration of and responses to the EEO survey.

Where response rates are less than 100 per cent, it is necessary to estimate the representation of EEO groups other than women. The response rate in DoCS is less than 100 per cent in relation to employees identifying in all categories other than women.

Source: NSW Public Sector Workforce Profile, NSW Public Employment Office.

\* This figure is based on the response rate to the survey. As the response rate is less than 100 per cent it is not an accurate representation. DoCS data indicates that the actual percentage of Aboriginal and Torres Strait Islander staff is around 7%.

## TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO group	Benchmark or target	Distribution index			
		2006/07	2005/06	2004/05	2003/04
Women	100	93	92	91	89
Aboriginal people and Torres Strait Islanders	100	96	99	93	102
People whose first language was not English	100	100	100	101	99
People with a disability	100	102	102	101	98
People with a disability requiring work-related adjustment	100	103	104	102	98

### Notes:

- 1 Staff numbers as at 30 June each year.
- 2 Excludes casual staff.
- 3 A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.
- 4 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

The Department's planned EEO outcomes for 2007/08 include:

- ❖ developing a policy to manage temporary vacancies that ensures consistency and equity
- ❖ reviewing DoCS ethnic affairs policy directions
- ❖ developing and implementing a part-time policy and monitoring its impact on staff, including EEO group members, in terms of work/life balance
- ❖ undertaking various learning and development initiatives including Aboriginal cultural awareness training
- ❖ developing a comprehensive Indigenous recruitment, retention and career development strategy that includes components of cultural awareness and professional training
- ❖ generating and reviewing six-monthly reports on exit survey information, including trends and perceptions of EEO group members to inform future HR management and workforce planning
- ❖ continuing recruitment to new positions as part of the Multicultural Caseworker Program
- ❖ recognising the efforts of DoCS Aboriginal staff with an annual outstanding achievement awards program as part of the DoCS staff recognition program.

## NSW Government Commitment to Women

The NSW Government is committed to building an equitable, inclusive and safe society where all women are valued and respected, can contribute meaningfully and are able to enjoy the rights, freedoms and protections to which everyone in NSW is entitled.

In 2006, the NSW Government produced a policy document *Our Commitment to Women* which draws on the goals, priorities and targets in the NSW State Plan.

DoCS contributed towards the development of the document and has lead responsibility for many of the strategies outlined, including leadership of the NSW Strategy to Reduce Violence Against Women, the Government's key program on the prevention of violence against women. Our work on tackling domestic violence is outlined comprehensively in Section 1 of this report.

DoCS also leads many of the NSW Government's strategies to support Aboriginal women, including Intensive Family Based Services to help keep Aboriginal families together, and programs under the Aboriginal Child, Youth and Family Strategy and Families NSW, such as supported playgroups, family support services and parenting programs. More information can be found in Sections 1 and 3.

The Preschool Investment and Reform Plan is an \$85.2 million investment that aims to bring preschool attendance levels to 95 per cent. DoCS is providing \$17.6 million from 2006 to 2008 to help more than 800 community-based preschools stabilise their services and reduce their fees. More information on our work in children's services is in Section 2.

DoCS is also supporting young women through our implementation of the Youth Action Plan and funding of services and activities for young people. More detail on these strategies is in Section 1.

DoCS is committed to providing women staff with professional development and career advancement opportunities. DoCS operates under a flexible work agreement which respects work/family balance. Women occupy 75 per cent of senior executive positions and 82 per cent of total staff.

### Ethnic Affairs Priorities Statement

This report outlines progress that DoCS has made in implementing its Ethnic Affairs Priorities Statement (EAPS) Plan in 2006/07 and key ethnic affairs strategies planned for 2007/08.

#### Planning and evaluation

EAPS is being incorporated into all business and corporate planning and reporting processes of the Department. DoCS next five-year plan is being developed to incorporate EAPS planning and reporting, and strategies to meet the service needs of culturally diverse clients.

Reinforcing its commitment to evidence-based practice and programs, the Department has funded a three-year collaborative research project with the Social Policy Research Centre at the University of NSW to examine child protection practice with clients from several migrant and refugee communities, and determine good practice and strategies.

#### Program and service delivery

In 2006/07 the Department had a range of programs in place to achieve accessible and effective service delivery to culturally and linguistically diverse clients and communities.

An enhanced Multicultural Caseworker Program has been established, with 61 multicultural caseworker positions across NSW targeting 17 different communities, to provide culturally and linguistically appropriate casework to culturally diverse families. Major progress has been made in recruiting multicultural caseworkers.

Practice standards and a new practice resource on child protection assessments with clients from migrant and refugee backgrounds have been produced to support good cross-cultural practice by caseworkers. These are being put into effect through statewide training for caseworkers on effective casework with clients and families from migrant and refugee backgrounds.

The Metropolitan Muslim Foster Care Project continues to recruit Muslim foster carers and to provide foster care which is appropriate regarding religion, culture and language for Muslim children and young people.

The Metro West region of the Department has developed and resourced the African Learning Circle, a two-way learning forum for departmental and African community representatives. This has built partnerships and led to the establishment of the African Sessional Workers Pilot Project which is engaging African workers through a non-government organisation to support DoCS caseworkers.

#### Staffing

In the area of caseworker recruitment, the Department continued assessment of the cultural competency of applicants through the Caseworker Recruitment Assessment Centre.

Improvements to cross cultural casework practice were achieved through the release of a resource document for all caseworkers on child protection assessments with clients from migrant and refugee backgrounds. This was reinforced by developing standards for effective cross-cultural casework, and the development of training. Statewide training on this has commenced and will be provided to all metropolitan community services centres and select regional locations.

#### Communication

The Department uses phone and on-site interpreters in its caseworker practice with linguistically diverse clients and has a practice resource to support this. Additional staff have been accredited under the Community Language Allowance Scheme (CLAS), in target languages and locations. At 30 June 2007, there were 105 CLAS-accredited staff across the Department, covering 28 languages.

A program to provide interpreting services to DoCS grant funded organisations is in place, utilising the Translating and Interpreting Service (TIS). There are 340 agencies registered to use this program, which provided interpreters on 5,600 occasions in 2006/07 to funded organisations.

The Department's key information pamphlets *Spot It, Help Stop It* and *Domestic Violence – what it is and how to get help* are translated into 17 community languages.

Statewide and regional consultation forums are in place to inform planning and service delivery, including the external NSW Ethnic Affairs Advisory Group and Regional Multicultural Advisory Committees operating in Metro Central, Metro West and Hunter/Central Coast regions. Staff were consulted internally through a statewide Multicultural Staff Reference Group which has regional representatives.

### Funded services

The Department formally concluded the NSW Youth Partnership with Pacific Communities which received the Gold Award in the Social Justice category of the Premier's Public Sector Awards in 2006.

Brighter Futures Lead Agencies in the Metro South West region have been contracted to provide services specifically to families of non-English speaking background, within their programs.

### EAPS priorities for 2007/08

The following key ethnic affairs priorities have been identified for 2007/08:

#### Planning and evaluation:

- ❖ complete the Department's new five-year Multicultural Strategic Commitment, incorporating strategies under the EAPS Plan. This will be integrated with the Department's five-year Corporate Plan
- ❖ a collaborative research project will provide information on effective caseworker practice with culturally diverse children in the child protection system.

#### Program and service delivery:

- ❖ incorporate practice standards on working with culturally and linguistically diverse clients into the Department's Professional Development and Quality Assurance Framework
- ❖ practice resources will be finalised for DoCS casework assessment and intervention with culturally and linguistically diverse clients, covering practice in child protection, out-of-home care and Brighter Futures, and training provided to caseworkers on effective casework with migrant and refugee clients
- ❖ infrastructure and resources will be developed to support the recruitment of culturally and linguistically diverse foster carers and culturally appropriate care for children and young people in out-of-home care.

#### Staffing:

- ❖ recruitment to all Multicultural Caseworker positions to complete establishment of that program.

#### Communication:

- ❖ enhanced practice guidelines in the use of interpreters will be finalised and training on this provided to caseworkers at community service centres
- ❖ an Emerging Communities Education Strategy will be implemented, to increase understanding by newly arrived refugee communities of the child protection system, and the role of DoCS.

### Funded services:

- ❖ the Department will continue to fund projects and services which specifically target the needs of culturally and linguistically diverse clients and communities, and work with generalist services to ensure accessible service delivery to culturally diverse clients.

### Disability Action Plan

The DoCS Disability Action Plan 2004-2009 details the actions the Department will take over the five-year period to make it more responsive to disability issues. The goals of the plan are to know more about how we can make the services provided, funded or licensed by DoCS more accessible to people with disabilities, actively involve people with disabilities in shaping the services DoCS provides to them, employ more people with disabilities in DoCS, and recognise the contribution that people with disabilities make to our community.

#### Over the past 12 months DoCS has:

- ❖ continued to upgrade all of its leased and owned buildings and the JIRT offices to meet DoCS building standards. All new leases seek to ensure lift access (where necessary), disabled parking, disabled toilets and independent access for people with disabilities
- ❖ continued to assess other DoCS owned sites for physical accessibility for the occupants
- ❖ continued to fit systems to assist people who are hearing impaired in reception and meeting rooms as sites are upgraded
- ❖ updated emergency procedures with an Emergency Management Policy, Guide and Reference Manual that includes ensuring arrangements for staff with a disability are addressed
- ❖ requested applicants for positions in DoCS, prior to attending assessments, to advise of any particular needs for access or support during the assessment process, to enable them to compete on an equitable basis
- ❖ requested all new staff to complete a health declaration to identify requirements for workplace modifications. If required, a workplace assessment is undertaken to inform what support is needed to enable the employee to do their job
- ❖ maintained a facility on the SAP HR system for staff to identify themselves as a person with a disability and to identify any incident or concerns about their work environment

- ❖ developed Caseworker Development Course Modules that include information on working with families where a member has a disability, including planning for placement needs and leaving care needs for a young person with an intellectual disability
- ❖ commenced piloting Caseworker Development Course modules with disability specific content that include 'working with parents with an intellectual disability in child protection', and 'communicating with children and young people who may have a disability'
- ❖ introduced instruction on interviewing adults and young people with physical, sensory and/or intellectual disabilities in the Joint Investigation Response Team training
- ❖ included TTY phone numbers on all new and reprinted publications produced during the year and on the DoCS website
- ❖ ensured that TTY services installed at the Helpline and Domestic Violence Line continued to be operational, with all new staff employed at these sites receiving training on TTY use during their induction training
- ❖ ensured that JAWS screen reader technology for identified users who are visually impaired continued to be available on request. This software is approved by Vision Australia and works for all the Department's standard desktop software applications, including Microsoft desktop products and email
- ❖ published the SCAN (*Supporting Children with Additional Needs*) brochures on DoCS website in six community languages
- ❖ improved the accessibility of the DoCS website by adding a skip to content link that allows visitors that use a screen reader to skip the long list of navigation options for each page – it skips straight to the main content, adding 'access keys' that allow the visitor to just press a key to access 'search', 'site index', 'home' or 'contact us'; and achieved an AA rating for website accessibility
- ❖ continued to review complaints procedures to ensure that complaints are resolved in an inclusive way.

### Code of Conduct and Ethics

DoCS *Code of Conduct and Ethics* is based on the following principles which require all staff members to:

1. Have respect for the law and the system of government under which they carry out their duties of employment
2. Perform their duties with professionalism, objectivity, honesty, integrity and compassion, and in the best interests of the people who receive the services of the Department
3. Show respect for all persons (clients, colleagues, and members of the public) and their rights
4. Observe fairness and equity in all official dealings with the public and with other public sector employees
5. Manage real or perceived conflicts of interest
6. Ensure the proper use of official information
7. Maintain proper standards of confidentiality when considering making public comment
8. Ensure the efficient and effective use of public resources in the public interest
9. Report suspected corrupt behaviour by other staff members.

A copy of DoCS *Code of Conduct and Ethics* is available on DoCS website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

### Privacy and personal information

The *Privacy and Personal Information Protection Act 1998* requires public sector agencies to include a statement of compliance with the Act and statistical details of any reviews conducted under Part 5 of the Act.

DoCS Privacy Management Plan describes policies and procedures to ensure compliance with the Act, and includes a range of strategies to improve DoCS handling of personal and health information.

During the reporting period eight internal reviews under Part 5 of the Act were completed.

## Appendix 5 Overseas visits

Officer	Destination	Period	Purpose
<b>Sue Dawson</b> Deputy Director-General, Communities and Policy	New Zealand	22-23 August 2006	Attended International Community Services Ministerial Advisory Committee Conference
<b>Sonja Stewart</b> Executive Director, Communities	New Zealand	10-11 July 2006	Attended 'Emerging Pacific Leaders' Dialogue – Navigating our future together'
<b>Helen Freeland</b> Executive Director, Helpline	New Zealand	11-16 February 2007	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
<b>Jill Herberte</b> Regional Director, Southern	New Zealand	28 November- 1 December 2006	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
<b>Susan Priivald</b> Regional Director, Northern	New Zealand	27 November- 1 December 2006	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
<b>Ryan Cremer</b> Manager, Client Services – Specialist Services (Western Region)	New Zealand	11-16 February 2007	Attended International Foster Care Organisation Conference
<b>Marilyn Chilvers</b> Executive Director, Economics, Statistics and Research	USA	21 June – 30 June 2007	Inaugural conference of the International Society for Child Indicators in Chicago
<b>Jeff Guild</b> Senior Policy Officer, Out-of-Home Care	New Zealand	11-15 February 2007	15th Biennial Conference of the International Foster Care Organisation

### Appendix 6 Waste reduction and purchasing policy statement

DoCS has adopted responsible management practices aimed at reducing the quantity of waste and increasing reuse or recycling of paper and office equipment waste. Offices are equipped with recycling bins for paper materials and staff are encouraged to recycle rather than treat used paper as waste.

The purchase of recycled toner cartridges is increasing and a toner cartridge recycling program is operational. One hundred per cent recycled plain paper is purchased for use in facsimile machines, photocopiers and laser printers.

Reams of virgin paper purchased	Amount (\$)	Reams of recycled paper purchased	Amount (\$)	Amount of paper sent for recycling (ton)
48,230	\$253,971	23,884	\$118,746	69.57

New printer cartridges purchased	Amount (\$)	Re-manufactured cartridges purchased	Amount (\$)
1,499	\$207,465	1,323	\$201,045

DoCS has adopted responsible management practices aimed at reducing the quantity of waste and increasing reuse and recycling of paper.

## Appendix 7 Energy management policy statement

DoCS has implemented an Energy Management Policy and Strategy to ensure compliance with whole-of-government reporting and energy management improvement.

Consumer Price Index charge increases and additional accommodation acquired during the year to accommodate the increase in staff resulted in an increase in the cost of energy usage (electricity and gas) within DoCS from \$1.629 million in 2005/2006 to \$1.832 million in 2006/2007.

However the actual cost of energy per head decreased from \$466 in 2005-06 to \$458 in 2006-07. A consultant was engaged to transfer a number of sites to government contract which has led to improved savings in energy consumption.

Electricity	Gas
\$1,831,695	\$5,282



## Appendix 8 Publications

DoCS has a large number of brochures, fact sheets, research and policy papers, reports and other publications available to the public. These provide information for individuals, families and partner organisations about the full range of issues covered by DoCS, including information about how DoCS works.

All publications are available via our website. To download or place an order, please visit [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

The following publications were produced, updated or reprinted in 2006/07.

### Brochures, booklets and posters

- ❖ 16 ways to stop violence against women poster
- ❖ Adoption in NSW: Information for members of the Muslim community
- ❖ Being a parent isn't easy poster (Families Week 2007)
- ❖ Being a parent can be tough – help and support can make a real difference poster (Brighter Futures)
- ❖ Children's Week 2006 avant postcard
- ❖ Dare you to become a foster carer avant postcard
- ❖ Do you want to stay at home and have the violence leave? (Updated information for women about exclusion orders which can assist the victim to remain at home as part of an apprehended violence order)
- ❖ DrugNet – your one-stop shop for drug and alcohol information
- ❖ Foster Care Week resources – poster, avant postcards, magnets
- ❖ Foster care Kit – reprint
- ❖ Games 4 babies, games 4 toddlers (Families Week 2007)
- ❖ Kings Cross and Central Sydney Adolescent Unit: helping young people
- ❖ Men can help stop violence against women poster
- ❖ NAIDOC Week paint postcard set with brush and paint
- ❖ Our carers for our kids: A guide to training Aboriginal people applying to become foster carers (trainer's guide)
- ❖ Our carers for our kids: participant's guide
- ❖ Pacific communities online website promotional postcard
- ❖ Safe and strong families calendar 2007
- ❖ School holiday parent kit
- ❖ Supporting someone who experiences domestic violence
- ❖ The little black book for strong black women (leaving domestic violence)
- ❖ Time together postcard (Families Week 2007)
- ❖ Your child's safety: Advice for parents on storing methadone, safe sleeping and settling babies brochure and poster
- ❖ Your next step – leaving care booklet

### Fact sheets

- ❖ About the Brighter Futures early intervention program
- ❖ Amendments to the *Children and Young Persons (Care and Protection) Act 1998*
- ❖ Careers information (employment information for caseworker, Aboriginal caseworker, Helpline caseworker, legal officer, psychologist positions)
- ❖ Careers: working for DoCS (general information)
- ❖ Charter of rights for children and young people in care
- ❖ Drought financial assistance eligibility
- ❖ Foster carer allowances
- ❖ Information for parents – Brighter Futures early intervention program
- ❖ Out-of-home care funding roll-out
- ❖ Preschool investment and reform plan
- ❖ Interpreting scheme for DoCS funded services
- ❖ Information for agencies – parent responsibility contracts
- ❖ Information for parents and primary caregivers – parent responsibility contracts
- ❖ Out-of-home care – release of placement information
- ❖ Out-of-home care – legal assistance for carers

### Magazines and newsletters

- ❖ Building Blocks (1 issue) – children's services reforms newsletter
- ❖ DoCS Vox (11 issues) – staff newsletter
- ❖ Fostering our Future (4 issues) – newsletter for foster carers
- ❖ Inside Out (6 issues) – newsletter for stakeholders
- ❖ Tagata Moana (1 issue) – Pacific youth magazine
- ❖ Violence Against Women (1 issue)
- ❖ Pacific Community Parenting Magazine (English, Tongan, Samoan and Fijian)

## Data reports

- ❖ DoCS Annual Statistical Report 2005/06
- ❖ DoCS data (July 2005 – December 2006)
- ❖ DoCS data (July 2005 – September 2006)

## Research publications

- ❖ Attachment and the role of foster carers
- ❖ Attachment: Key issues
- ❖ Early years program evaluations: the UK evidence base
- ❖ Family group conferencing in a child welfare context
- ❖ Forecasting children in out-of-home care: the NSW OOH Funding Model
- ❖ Guide to children's growth and development
- ❖ Kinship care in NSW: Stage 1 report
- ❖ Longitudinal study of wards leaving care 4-5 years
- ❖ Making decisions about contact
- ❖ Models of service delivery and interventions for children and young people with high needs
- ❖ Outcomes for children and young people in kinship care
- ❖ Parental alcohol misuse and the impact on children
- ❖ Parental empathy and child maltreatment
- ❖ Research to practice updates (eight editions)
- ❖ Risk assessment in child welfare: an issues paper
- ❖ The importance of attachment in the lives of foster children

## Reports and other publications

- ❖ A guide to children's growth and development
- ❖ Aboriginal Strategic Commitment 2006 – 2011
- ❖ Area Assistance Scheme funding guide 2006/07
- ❖ Bubaa Ngambaa Gaayli – Father Mother Child (New England Aboriginal parenting book)
- ❖ Costing manual for child and family services in NSW
- ❖ Darkinyung Yada Gudjagang – Strong Healthy Kids (Central Coast Aboriginal parenting book)
- ❖ DoCS Annual report 2005/06
- ❖ DoCS Corporate directions 2006/07
- ❖ DoCS Research agenda 2006 – 2009
- ❖ DoCS Research report

- ❖ DoCS Research to Practice seminar series DVD collection
- ❖ Dual Diagnosis resource kit (reprint)
- ❖ Growing Up Strong Guring (Inner Western Sydney Aboriginal parenting book)
- ❖ NSW State Budget for Community Services 2007/2008
- ❖ NSW Youth Action Plan: the way forward – supporting young people in NSW
- ❖ Spotlight on Safety: Community attitudes to child protection, foster care and parenting
- ❖ Spotlight on Safety executive summary booklet
- ❖ Spotlight on Safety at a glance

## Manuals and handbooks

- ❖ DoCS Brighter Futures caseworker manual
- ❖ DoCS Brighter Futures service provision guidelines
- ❖ Good practice guidelines for funded services manual

## Policy documents

- ❖ DoCS funding policy
- ❖ Interagency guidelines for child protection intervention 2006 edition
- ❖ DoCS policy on child neglect
- ❖ Procedures for the use of psychotropic medication
- ❖ Case management policy 2007
- ❖ Permanency planning

# 08

## Funded Services

Addendum



## 08

## Funded Services

## Addendum



DoCS provides funding to non-government organisations across NSW to deliver services, programs and projects to support children, families and communities. This addendum lists all DoCS-funded services, including whole-of-government programs. The addendum provides the name of the project or service receiving funding and is listed under the program area.

The types of services that DoCS funds include preschools and child care centres, family support services, out-of-home care providers, youth initiatives, neighbourhood centres, support services for Aboriginal families, emergency housing projects and child abuse prevention initiatives.

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Commonwealth Grants (Centre based & Wiley Park)	178	<b>Supported Accommodation Assistance Program</b>	<b>220</b>
Long Day Care Subsidies	178	Case Management	220
Occasional Care Subsidies	183	Domestic Violence – Rural & Remote	220
Preschool Brokerages – Special Needs	185	Ex-HPAP Projects	220
Preschool Subsidies	185	General Support & Supported Accommodation	221
Vacation Care	196	Innovation & Investment Fund	222
<b>Community Services Grants Program</b>	<b>200</b>	Peaks	222
Child Protection Project	200	Residual Services	222
Child Sexual Assault Program	200	Violence Against Women (State only)	222
Commonwealth Grant (Child Abuse Prevention Centre)	200	Women's Emergency Services	222
Peak, Coordination & Resource Project	200	Women's Housing Program	223
<b>Community Development</b>	<b>200</b>	Youth Social Justice Strategy	224
Aboriginal Services Enhancement	200	Youth Supported Accommodation	224
General	200	<b>Youth Partnership with Arabic Speaking Communities</b>	<b>226</b>
Local Government Salary Subsidies – Community	202	<b>Youth Partnership with Pacific Communities</b>	<b>226</b>
Multicultural Project	203		
Neighbourhood Centres	204		
Peak, Coordination & Resource Project	207		
Special Community Service	207		

## Aboriginal Child, Youth & Family Strategy

	\$		
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>			
ACYFS Aboriginal Pre School Project	99,376		
<b>Bankstown Community Resource Group Inc</b>			
Move Groove & Grow Together	10,000		
Pass Down A Story	10,000		
The Learning Zone	20,000		
<b>Biripi Aboriginal Corporation Medical Centre</b>			
Taree Aboriginal Children's Holiday Activities	15,922		
<b>Blacktown City Council</b>			
Blacktown City Council ACYFS Auspice	191,000		
<b>Boomerang Meeting Place Inc.</b>			
Wanga Idingii	15,000		
<b>Centacare</b>			
Group Triple P Training for Orana Far West	20,000		
Indigenous Parenting Programs Project	70,335		
<b>Central West Family Support Group Inc</b>			
Lachlan Early Childhood Partnerships	120,000		
<b>Cobowra (CDEP) Aboriginal Corporation</b>			
Moruya Indigenous Youth Project	20,000		
<b>Coffs Harbour Aboriginal Family Community Care Centre Inc</b>			
Coffs Harbour Aboriginal Children's Holiday Activities	15,922		
<b>Collarenebri Preschool Inc</b>			
Birth to Kindergarten – Phase Two (Collarenebri)	8,000		
<b>Community Links Wollondilly Inc</b>			
After School Program for Indigenous Kids	20,000		
<b>Department of Education &amp; Training</b>			
Aboriginal Family & Community Worker – Glenroi/Bowen	30,000		
Goulburn SACC Homework and Learning Centre	20,350		
Inner West Aboriginal Early Literacy Project	35,000		
Mungindi Aboriginal Youth Worker	65,544		
Mungo Aboriginal Student Leadership Rally	34,600		
Transition To High School Program (Tingha, Inverell & Gilgai)	103,300		
Transition To School	36,604		
Yass Homework and Learning Centre	22,500		
<b>Department of Health</b>			
Aboriginal Family Support Project	72,176		
ACYFS – Early Intervention Worker	65,000		
ACYFS Mothers and Babies	65,000		
Dubbo Aboriginal Mothers and Babies Worker Service	80,667		
<b>Department of Housing</b>			
Aboriginal Community Events	50,000		
<b>Durri Aboriginal Corporation Medical Service</b>			
Kempsey Aboriginal Children's Holiday Activities	18,922		
<b>Eurobodalla Family Support Service Inc</b>			
South Coast Indigenous Boys Strategy Development Project	12,298		
<b>Eurobodalla Shire Council</b>			
Eurobodalla Youth Transport Project	20,000		
<b>Great Lakes Community Resources Inc</b>			
Great Lakes Aboriginal Family Worker – ACYFS Project	22,441		
Great Lakes Aboriginal Holiday Activities	15,922		
<b>Gugin Gudduba Local Aboriginal Land Council</b>			
Kidz Space Children's & Youth Activities	6,483		
<b>Gunnedah Family Support Inc</b>			
Gunnedah Indigenous Youth Worker	53,431		
<b>Illawarra Aboriginal Medical Service Aboriginal Corporation</b>			
Aboriginal Family Worker – Fathers	64,831		
<b>Junbung Elders Aboriginal Corporation</b>			
Junbung Youth Activities Project	41,010		
<b>KARI Aboriginal Resource Inc</b>			
Racing To The Top	29,045		
<b>Mackillop Rural Community Services</b>			
Birth to Kindergarten – Phase Two (Brewarrina, Weilmoringle, Walgett, Coonamble & Gulargambone)	47,899		
Mackillop Family Worker Service – Brewarrina	89,867		
Mackillop Family Worker Service – Walgett & Coonamble	164,734		
Parenting Co-ordinator for Walgett, Coonamble & Brewarrina	20,000		
<b>Merrimans Local Aboriginal Lands Council</b>			
Wallaga Lake Indigenous School Retention Project	5,000		
<b>Mid Richmond Neighbourhood Centre Inc</b>			
Box Ridge Coraki Playgroup Transport Project	3,185		
Coraki Box Ridge Youth Activities Project	13,560		
<b>Mindaribba Local Aboriginal Land Council</b>			
Youth Mentoring Centre Establishment	3,050		
<b>Muli Muli Cultural Youth Aboriginal Corporation</b>			
Muli Muli Cultural Youth Project	5,165		
<b>Nambucca Shire Council</b>			
Nambucca Aboriginal Children's Holiday Activities	15,922		
Nambucca Shire Aboriginal Youth Worker Service	41,320		
<b>Narrabri &amp; District Community Aid Service Inc</b>			
Aboriginal Child Youth & Family Strategy – Learning Development Network	7,000		
Narrabri Aboriginal Community Development Worker	65,544		
<b>Riverina Medical &amp; Dental Aboriginal Corporation</b>			
Wagga Wagga Indigenous Puppet Project	40,000		
<b>Shared Vision Aboriginal Corporation</b>			
Tabulam Children's & Youth Activities	12,737		
<b>Shellharbour Aboriginal Community Youth Association Inc</b>			
Koori Youth Worker in Schools	30,000		
<b>Shine for Kids Coop Ltd</b>			
Research Study of the Needs of Children of Aboriginal Prisoners in the Campbelltown Area	20,087		
<b>South Coast Medical Service Aboriginal Corporation</b>			
Shoalhaven Aboriginal Early Support Family Worker	64,831		
<b>South Sydney Youth Services</b>			
La Perouse Supported Activities Program	150,000		
<b>SPYNS Inc</b>			
Making Tracks Family Program	50,357		
<b>The Benevolent Society</b>			
ACYFS Project Officer Central Coast	70,000		
<b>The Council of the Shire of Hornsby</b>			
Aboriginal Community Facilitator	100,000		
<b>The Junction Works Inc</b>			
Lunch Time With A Difference	42,398		
<b>The Northcott Society</b>			
Paint & Play Group (Aboriginal)	20,000		
<b>Tirkandi Inaburra Cultural &amp; Development Centre</b>			
Mentoring Development Project	60,348		
<b>Tweed Aboriginal Corporation For Sport</b>			
Tweed Heads Children's and Youth Activities	31,842		
<b>Wandiyali ATSI Inc</b>			
Aboriginal Young Parent Support Service	74,556		
<b>Alcohol &amp; Other Drugs Program</b>			
<b>Cabramatta Family Support &amp; Counselling</b>			
<b>The Uniting Church in Aust Property Trust (NSW)</b>			
Moving Forward – Family Counselling Service	98,596		
Moving Forward – Intensive Family Support Service	171,617		
Moving Forward – Mobile Childcare Service	62,054		
<b>Children of Prisoners</b>			
<b>Shine for Kids Coop Ltd</b>			
Access to Family Members in Prison	59,697		

## Alcohol & Other Drugs Program

### Families with AOD At-Risk Teenagers

<b>The Ted Noffs Foundation Inc</b> Family Adolescent Project Blacktown	108,052
<b>The Uniting Church in Aust Property Trust (NSW)</b> Drug Summit Project Central Coast	106,141

### Getting-It-Together Scheme

<b>Cabramatta Community Centre Inc</b> Getting It Together Scheme – Cabramatta	27,619
<b>Marist Youth Care Ltd</b> Nepean Youth Brokerage Service	27,619
<b>Phoenix House Youth Services Inc</b> Rage Project – GITS	27,777
<b>Samaritans Youth Services</b> The Hub – Getting It Together	27,777
<b>South Sydney Youth Services</b> Streetbeat Intensive Support Program	157,875
<b>Southern Youth and Family Services Association Inc</b> Resourcing Adolescents to Gain Essentials Shoalhaven Wollongong Youth Refuge – GITS	157,875 29,488
<b>St Francis Welfare Ltd</b> HYPA Project	157,875
<b>Thankakali Aboriginal Corporation</b> Case Management for Vulnerable Youth	156,428
<b>The Salvation Army (NSW) Property Trust</b> Kings Cross Intensive Support Program	157,875
<b>The Ted Noffs Foundation Inc</b> Case Management/Brokerage Youth Support	156,428
<b>The Uniting Church in Aust Property Trust (NSW)</b> Burnside Macarthur Family Centre	157,875

### Youth Drug Court

<b>Marist Youth Care Ltd</b> Youth Drug Court – Accommodation	62,273
<b>The Bridge Youth Service Inc</b> Youth Drug Court – Bridge Accommodation Service	64,300
<b>The Salvation Army (NSW) Property Trust</b> Youth Drug & Alcohol Court Case Management & Brokerage Service – Greater Western Sydney	554,353
<b>Trustees of the Christian Brothers</b> Youth Drug Court – Bidwill Accommodation Service	45,172
<b>Waverley Action for Youth Services</b> Youth Drug & Alcohol Court Case Management & Brokerage – Eastern Area	298,942

## Area Assistance Scheme

<b>Aberdeen Community Caring Inc</b> Uniting Our Community	51,000
<b>Accessible Arts</b> Accessible Arts Sustainability Model for Western Sydney	101,902
<b>Anglicare</b> Male Anger Management and Capacity Building	81,928
<b>Anglicare (Welfare Services) Illawarra Region</b> Together In The Highlands	44,924
<b>Anglicare North Coast</b> Kafe Karibuni (You're All Welcome)	20,000
<b>Arwon Elders Aboriginal Corporation</b> Arwon Elders Arts Crafts	9,906
<b>Asian Women at Work Inc</b> Asian Women Workers Self Support Groups	101,819



<b>Auburn Youth Centre Inc</b> Youth Literacy and Transition to Work Program	80,577
<b>Australian Arabic Palestinian Support Association</b> Strengthening Communities	97,508
<b>Ballina Shire Council</b> Wardell Community Access Space	30,000
<b>Bankstown Women's Refuge and Resource Centre</b> Koori Outreach Community Development Worker	56,032
<b>Baptist Community Services</b> Darcy House	60,035
<b>Barnardos Australia</b> The Shed – Youth Support Project	79,750
<b>Baulkham Hills Holroyd Parramatta Migrant Resource Centre</b> Capacity Building Project for Horn of Africa Communities	89,503
<b>Bellingen Neighbourhood Centre Inc</b> Bellingen Shire No Interest Loans Scheme	28,400
<b>Bellingen Shire Council</b> Bellingen Shire Banners	3,448
<b>Bellingen Shire Support Network Inc</b> Bellingen Shire Toy Library	15,500
<b>Blacktown Migrant Resource Centre</b> Living Skills	48,370
<b>Blue Mountains Aboriginal Culture and Resource Centre</b> Coordinator	100,000
<b>Blue Mountains Food Service</b> Vocational Trainer Mental Health	45,500
<b>Broke Public Hall Trust</b> Go for Broke	33,000
<b>Bulgarr Ngaru Aboriginal Medical Service</b> Aboriginal Youth Action Research Project	43,000
<b>Byron Shire Council – CARE Inclusion Support Team</b> Affordable Housing Implementation	41,189
<b>Cassia Community Centre/Holroyd Community Development Association Inc</b> Community Garden Project Co-ordinator	25,591
<b>Central Coast Community Council</b> Central Coast Leadership Development	63,542
<b>Cessnock District Learning Centre inc</b> Hunter Try A Trade Project	76,400
<b>Chester Hill Neighbourhood Centre</b> Training Day programs for disabled and carers volunteers	81,410
<b>Clarence Valley Arts Inc</b> The Clarence Valley Youth Magazine	28,975
<b>Clarence Valley Councils</b> Clarence Valley Housing Worker	62,539
<b>Claymore Neighbourhood and Youth Centre Inc.</b> Flying Pig Adventures	15,451
<b>Coffs Harbour Employment Support Service Inc</b> The CHESS Farm Project	21,000
<b>Comboyne Community Association</b> Comboyne Community Renewal Program	42,168
<b>Community Access Care Pair Inc</b> Mobile Access Children's Activity Service	66,088
<b>Community Links Wollondilly Inc</b> Camden Family Support Project	70,000
<b>Community Links Wollondilly Inc.</b> Wollondilly Living skills project	56,594
<b>Community Links Wollondilly Incorporated</b> Dads Know How	74,008
<b>Community Links Wollondilly Incorporated.</b> Aboriginal Access	74,167
<b>Community Restorative Centre</b> Connect: Supporting Families of Prisoners	58,450



## Area Assistance Scheme (cont.)

	\$		
<b>Community Restorative Centre</b>			
Central Coast CONNECT for Families	62,700	<b>Illawarra Aboriginal Corporation</b>	
<b>Cringila Community Cooperative</b>		Keeping it Alive	77,748
Taking Pride In Me and Where I Live	64,917	<b>Illawarra Community FM Broadcasters Ltd – VOX FM</b>	
<b>Cumberland Women's Health Centre Inc</b>		The Grapevine	7,000
Parramatta Holroyd Safety Project	63,972	<b>Illawarra Ethnic Communities Council Inc.</b>	
<b>DAISI – Disability and Aged Information Service Inc</b>		Expressive Arts Project for the 5-8s	17,965
Companion Housing Demonstration Project	40,167	<b>Illawarra Koori Mens Support Group</b>	
<b>Deaf Society of NSW</b>		Illawarra Koori Mens Support Group Coordinator	61,232
Parent to Parent Mentoring	32,690	<b>Illawarra Multicultural Services</b>	
<b>Disability Enterprises</b>		Pacific Islander Community, Family and Youth Development	44,016
Blue Print Family Centre	88,153	<b>Illawarra Women's Health Centre</b>	
<b>DVARS INC</b>		Illawarra Muslim Women Unveiling the Myths Project	46,749
Seed Circus	70,826	<b>Jerrinja Aboriginal Land Council</b>	
<b>Eastlake Youth Centre Inc</b>		Jerrinja Schoolhouse Project	34,832
Swansea Step Up Program	20,781	<b>Joan Harrison Support Services for Women Inc</b>	
<b>Eastlakes Family Support Service Inc</b>		Women's Voices Against Violence	7,153
Getting on Track	18,569	<b>Kempsey Neighbourhood Centre Inc</b>	
<b>Edgeworth Memorial Neighbourhood Centre Inc.</b>		The Rocks Information and Community Centre	39,298
hiphop skills	42,000	<b>Kempsey Shire Council</b>	
<b>Eureka Hall Committee</b>		Greenhills Community Centre Coordinator	51,365
Centenary Fence	3,000	<b>Kyogle Youth Action Inc.</b>	
<b>Fairfield Community Resource Centre</b>		Friday Night Accessible Youth Activities	15,422
Kidz Biz	31,843	<b>Lake Macquarie City Council</b>	
<b>Forster Neighbourhood Centre Inc</b>		Westlakes Aboriginal Elders Respite	36,000
Forster Tuncurry Community Garden	45,500	<b>Lismore Neighbourhood Centre Inc.</b>	
<b>Friends of STARTTS Inc</b>		N/Rivers No Interest Loans Scheme	1,250
Refugee Volunteer and Capacity Building	72,636	<b>Liverpool City Council</b>	
<b>Gloucester Home Maintenance Project</b>		Made on the Kitchen Table	82,025
Gloucester Community Workshop Shed	62,000	<b>Liverpool Women's Health Centre</b>	
<b>Gloucester Shire Council</b>		Young women and safety in relationships	65,392
Waukivory Community Hall	24,400	<b>Liverpool – Green Valley Community Radio Cooperative Limited</b>	
<b>Gosford City Council</b>		Digital Audio Storage and replay for 2GLF	15,675
Public and Commercial Spaces for Young People	70,000	<b>Macarthur Community Forum</b>	
<b>Gosford City Family Support Service Inc</b>		Muru Nanga Mai Family Healing Program	78,683
Grandparents as Primary Carers Support (Pilot)	36,103	<b>Maitland City Council</b>	
<b>GREAT Community Transport Inc.</b>		All Star Circus	31,700
Passenger Choices Project	94,058	<b>Maitland City Council</b>	
<b>Greenacre Area Neighbourhood Centre Inc</b>		BeroTarroWood	79,943
Transition – Development Project	100,000	<b>Maitland Youth Crisis Services Incorporated</b>	
<b>Hands on Youth Events</b>		Family Reconciliation and Mediation Project	70,000
Handstand	39,350	<b>Mallangane Memorial Hall Committee</b>	
<b>Hawkesbury Aboriginal Community Association</b>		Mallangane Memorial Hall Upgrade	12,000
Merana Hawkesbury Aboriginal Community Project	105,760	<b>Manning Support Services Inc.</b>	
<b>Hawkesbury Area Women's and Kids Services Collective</b>		NILS Scheme Set Up Manning Valley	30,500
Young Women's Healthy Relationships Capacity Building	51,545	<b>Many Rivers Administrative and Legal Services</b>	
<b>Healthy Cities Illawarra</b>		Clarence Valley Aboriginal Newsletter	38,303
Food For Thought	46,210	<b>Mens Resource Centre</b>	
<b>Healthy Cities Illawarra</b>		Men and Family Centre	88,410
Three in One – Mature Means Project	28,400	<b>Mid Richmond Neighbourhood Centre Inc</b>	
<b>Hewitt House Neighbourhood Centre</b>		Mid Richmond Outreach Youth Service	70,000
Community Outreach Worker	46,563	<b>Mingaletta Aboriginal and Torres Strait Islander Community Coop</b>	
<b>Hewitt House Neighbourhood Centre Inc</b>		Indigenous Community Development Worker (Pilot)	81,000
New and Emerging Communities Outreach worker	54,741	<b>Mountains Community Resource Centre Inc</b>	
<b>Holroyd City Council</b>		BM Mental Health Community	75,303
Speaking Up	39,832	<b>Mullumbimby Neighbourhood Centre</b>	
<b>Hunter Council of Social Services</b>		Byron Shire Domestic Violence Outreach	70,000
Capacity Building Through Partnerships	110,000	<b>Murrurundi District Arts Council Association Inc</b>	
<b>Hunter Home – Start Inc.</b>		Railway Restoration	22,200
Hamilton South Parenting Project	34,000	<b>Muswellbrook Shire Council</b>	
		Support for Families and Friends of Users	9,995
		<b>Nambucca Shire Council</b>	
		Spirit of South Arm Sharing the Caring	7,000

## Area Assistance Scheme (cont.)

	\$		
<b>Nambucca Valley Neighbourhood Centre Inc</b>			
Keep On Building On – The Nambucca Community Centre	33,896	<b>Shellharbour Aboriginal Community Youth Association Inc.</b>	45,059
<b>Nepean Migrant Access</b>		SACYA Organisation Development Worker	
Build Capacity In Rural Diversity	72,256	<b>SIDS and Kids Hunter region</b>	26,000
<b>Nicholii Cottage Neighbourhood Centre Inc</b>		Replacing Asbestos Roof	
Living Skills for 9 to 12 year olds	5,558	<b>Singleton Community Development Organisation</b>	60,000
<b>Northcott</b>		Coordination of Pallcare Volunteers	
Macquarie Fields Paint and Play	20,680	<b>Society of St Vincent de Paul</b>	34,820
<b>Northern Rivers Social Development Council</b>		Networking for Change	
Regional Housing Development Project	76,366	<b>South Coast Medical Service Aboriginal Corporation</b>	14,674
<b>Norwest Aboriginal Development Association</b>		Koori Women Survivors Workshop	
An Indigenous Learning Community	75,782	<b>South Coast Womens Health and Welfare Aboriginal Corporation (Waminda)</b>	27,300
<b>Older Women's Network New South Wales Inc</b>		Young Aboriginal Girls/Women at risk – Pilot	
OWN Wellness Centre	14,893	<b>South Penrith Youth and Neighbourhood Services Inc.</b>	50,687
<b>Open Family Australia Inc</b>		Working with Young People in Schools Project	
Liverpool Streetwork Project	62,600	<b>South Penrith Youth and Neighbourhood Services Inc.</b>	64,333
<b>Parramatta City Council</b>		Diverse Sexualities Access	
Employment Pathways for Young Africans	6,380	<b>South West Sydney Legal Centre</b>	49,159
<b>Parramatta City Council (Granville Youth and Community Recreation Centre)</b>		Youth Connect	
Inside Trades – Hear about jobs from people doing the jobs	4,300	<b>Southern Shoalhaven Youth Services Inc</b>	70,000
<b>Parramatta Mission</b>		Ulladulla Early Intervention Youth Worker	
Single Women's Project	42,777	<b>Southern Youth and Family Services</b>	40,000
<b>Parramatta Police and Community Youth Club</b>		Young Men's Group	
Hot Shots Photography Program	8,520	<b>Springwood Neighbourhood Centre</b>	27,015
<b>Penrith Disabilities Resource Centre Inc.</b>		Dads In Distress and Older Men New ideas	
Strengthening Community Links for People with Disabilities in the Nepean Area	77,598	<b>Springwood Neighbourhood Centre Coop Ltd.</b>	101,715
<b>Port Kembla Community Project</b>		Kin Do Care (Regional Kinship Carers Project)	
MENTOR (Men together our responsibility)	41,806	<b>St Matthias Denman Anglican Parish</b>	21,294
<b>Port Macquarie Neighbourhood Centre Inc</b>		St. Martins Pier Replacement	
Promoting Self-Help to Women	31,126	<b>Taree Police and Community Youth Club</b>	37,250
<b>Port Stephens Council</b>		Links 4 Young People	
Kids Who Read Succeed	38,186	<b>Telopea Family Resources</b>	14,300
<b>Purfleet Taree Local Aboriginal Land Council</b>		Telopea No Interest Loan Scheme	
Program Supervisor for Aboriginal people considered at risk	48,652	<b>The Association of Bhanin El-Minieh – Australian Arabic Community Welfare Centre</b>	16,412
<b>Rainbow Children's Centre Inc</b>		Group Support Worker	
Ballina Early Childhood Intervention Speech and Language Support	33,691	<b>The Benevolent Society</b>	76,524
<b>Raymond Terrace Residents Group Inc</b>		Mens Access Project	
Creating the Spirit	49,261	<b>The Benevolent Society</b>	87,000
<b>Refused Reused Community Recycling Centre</b>		Supporting Communities Through Capacity Building	
Shed, Workshop and Toilet Facilities	30,000	<b>The Benevolent Society</b>	84,946
<b>Regional Youth Support Services Inc</b>		Hunter Men Accessing Resources and Services (MARS)	
CALD Youth Development	21,811	<b>The Benevolent Society Ltd</b>	59,751
<b>Relationships Australia (NSW)</b>		Community Engagement and Action Worker	
The RAP Around Parent Teen Program	42,415	<b>The Deaf Society of NSW</b>	44,944
<b>Richmond Valley Council</b>		Unity in Diversity	
Giving Youth a Voice	5,000	<b>The Disability Trust – Recreation Illawarra</b>	61,161
<b>Riverstone Aboriginal Community Association</b>		Include Me	
Riverstone Cultural Awareness	79,054	<b>The Hills Community Aid and Information Service Inc</b>	72,660
<b>Samaritans Foundation</b>		Managing Change – A New Direction for Rural Northwest	62,735
10,000 Great Strides to Community Health	30,839	<b>The Parks Community Network</b>	70,327
<b>Samaritans Youth Services Inc.</b>		Entertainment Events for Young People	
Maitland and District Mentoring Assistance Project (MADMAP)	70,576	<b>The Uniting Church in Australia Property Trust (NSW) – Wesley Dalmar Quakers Hill Family Centre</b>	80,424
<b>San Remo Neighbourhood Centre Inc.</b>		Inside Out: Breaking Chains, Forging New Links	78,725
Mobile Sports Activity Van	43,314	Riverstone Young Peoples Community Arts & Vocational Project	
<b>Scone Neighbourhood Resource Centre Inc</b>		<b>The Upper Hunter Children's Mobile Outreach Service Inc</b>	10,000
Experience Reality Parenthood	8,003	Toybox Holiday Activities	
<b>Scone Senior Citizens Club Inc.</b>		<b>Toukley Neighbourhood Centre</b>	47,608
Improvements for Scone Senior Citizens Centre	8,000	Independent Learning Centre	
		<b>Towns With Heart Inc.</b>	37,700
		Community Wall	

## Area Assistance Scheme (cont.)

	<b>\$</b>		
<b>Tweed Valley Early Childhood Intervention Service Inc</b>			
SO (Shaping Outcomes) Parent Project		20,452	
<b>Ulladulla and Districts Community Resources Centre</b>			
Men and Relationships Program		75,743	
<b>Uncle, Byron Bay</b>			
Uncle Camping Equipment		5,459	
<b>Uniting Church In Australia Property Trust (NSW)</b>			
Berry Men's Shed		15,890	
<b>UnitingCare Burnside</b>			
Northern Wyong Shire Community Building Project		70,000	
<b>Upper Blue Mountains Child Protection Service</b>			
Gunedoo		52,413	
<b>Upper Hunter Community Services</b>			
Fellas in the Family: local bloke project		35,000	
Race around the Hunter		11,600	
<b>Upper Hunter Shire Council</b>			
Merriwa Showground Shelter and Servery		14,954	
<b>Upper Hunter Youth Services</b>			
McCullys Gap Youth Connections		6,500	
<b>Vietnamese Community in Australia – NSW Chapter Inc.</b>			
Coordination and Development of Services for Vietnamese Youth		68,024	
<b>Wargon &amp; Burra Aboriginal Corporation</b>			
Young Leaders		82,153	
<b>Wentworth Area Community Housing</b>			
Housing options for disadvantaged people in the Hawkesbury		54,893	
<b>Werrington Community Project Inc.</b>			
Connecting Communities – Central Penrith		83,134	
<b>Western Sydney Housing Information &amp; Resource Network Inc.</b>			
Housing Resource Worker		82,692	
<b>Westworks Inc</b>			
Leadership and Mentoring Program		63,421	
<b>Windsor District Baptist Church Food Barn Incorporated</b>			
Food Barn Extension		5,566	
<b>Wollondilly Shire Council</b>			
The Dilly Wanderer		70,000	
<b>Wollondilly Shire Council</b>			
Wollondilly Aboriginal Development Officer		65,272	
<b>Women's Activities and Self Help House</b>			
Emerton Community Project		40,669	
<b>Woodville Community Services</b>			
Koori Youth Dance Project		54,509	
Revisiting Access		2,760	
<b>Wyong Shire Council</b>			
Aboriginal Youth Outreach Pilot		77,420	
<b>YWCA NSW</b>			
Wingecarribee Family Violence Prevention Project		70,000	
<b>YWCA of Sydney</b>			
Y...ise up After school activity program		43,726	
	<b>\$</b>		
<b>Better Futures Program</b>			
<b>BETTER FUTURES</b>			
<b>Better Futures Greenway Inc</b>			
Francis Greenway – SPACE project		24,943	
<b>Centacare</b>			
Families with Adolescents Education & Resource Project		84,895	
Francis Greenway – SPACE project		74,829	
Port Stephens Adolescent & Family Counsellor Project		71,277	
Port Stephens SPACE Project		24,792	
<b>Central Coast Emergency</b>			
Youth Outreach Work (enhancement)		68,000	
<b>Coomaditchie United Aboriginal Corporation</b>			
Community Garden Project (enhancement)		42,000	
<b>Cringila Community Cooperative</b>			
Cringila Crime Prevention Through Arts & Crafts		24,000	
<b>Department of Education &amp; Training</b>			
Better Futures – High Schools As Community Centres		20,000	
High School as Community Centre		20,000	
Northlakes High School – School Engagement Activities		15,500	
Transition To High School Project		15,000	
<b>Dubbo City Council</b>			
Better Futures Project Officer		150,000	
<b>Dungog Information &amp; Neighbourhood Service</b>			
Dungog High – SPACE Project		6,899	
<b>Eastlakes Youth Centre Inc</b>			
Eastlakes SPACE Project		34,126	
<b>Edgeworth Memorial Neighbourhood Centre Inc</b>			
North Lakes SPACE Project		10,614	
<b>Illawarra Community Services Inc</b>			
Dapto/Koonawarra Youth Connect		206,600	
Dapto/Koonawarra Youth Connect		218,650	
<b>Mallee Family Care Inc</b>			
Youth Action Project		38,000	
<b>North Richmond Community Centre Inc</b>			
Pathways Hawkesbury		11,000	
<b>Regional Youth Support Services Inc</b>			
Live, Love, Laugh & Be Happy		9,500	
<b>Samaritans Youth Services</b>			
Callaghan SPACE Project		20,144	
Maitland SPACE Project		17,045	
Samaritans Creative Futures		212,282	
<b>Shellharbour City Council</b>			
After Hours Youth Workers (enhancement)		70,000	
<b>Shire Wide Youth Service Inc</b>			
Menai Youth Action Project		212,282	
<b>Singleton Council</b>			
Singleton Youth Centre – SPACE		6,899	
<b>South Sydney Youth Services</b>			
La Perouse Supported Activities Program		67,000	
<b>Southlake Community Services Inc</b>			
Southlake Youth Centre – SPACE Project		6,899	
<b>SPYNS Inc</b>			
Keeping Aboriginal Young People At School		84,913	
Pathways Penrith		11,000	
<b>Sugarvalley Neighbourhood Advancement Group</b>			
West Wallsend SPACE Project		6,715	
<b>The Shack Youth Services Inc</b>			
South Maroubra Outreach Project		87,000	
<b>The Uniting Church in Aust Property Trust (NSW)</b>			
Newcastle SPACE Project		30,990	
<b>Upper Hunter Shire Council</b>			
Upper Hunter Shire SPACE Project		4,512	
<b>Upper Hunter Youth Services Inc</b>			
Muswellbrook SPACE Project		6,899	
<b>Waverley Council</b>			
Better Futures Supporting Young Peoples Connection to Activities Project		92,970	
<b>Wesley Mission</b>			
Pacific Island Community Development Project (enhancement)		220,000	
<b>Woodrising Neighbourhood Centre Inc</b>			
Toronto SPACE Project		6,715	

## Better Futures Program (cont.)

	\$		
<b>Wyong Shire Council</b>			
Lake Haven Youth Place Coordinator (enhancement)	75,000		
<b>Break Thru Employment Solutions</b>			
Fun Fitness and Food Program	5,586		
<b>Central Coast ARAFMI</b>			
Youth Partnerships Program	3,505		
<b>Central Illawarra Youth Services Inc</b>			
Youth Services Conference 2006	2,000		
<b>Policy and Community Youth Clubs</b>			
Young Drivers Project	345,000		
Laws of the Land project	100,000		
<b>Regional Youth Support Services Inc</b>			
Youth Arts Warehouse	13,636		
<b>Youth Week</b>			
<b>Local Councils</b>			
Albury City Council	1,741	Greater Taree City Council	1,375
Armidale Dumaresq Council	1,375	Griffith City Council	1,100
Ashfield Council	1,375	Gundagai Shire Council	1,100
Auburn Council	1,650	Gunnedah Shire Council	1,100
Ballina Shire Council	1,375	Guyra Shire Council	1,100
Balranald Shire Council	1,100	Gwydir Shire Council	2,750
Bankstown City Council	2,750	Harden Shire Council	1,100
Bathurst Regional Council	1,925	Hawkesbury City Council	1,650
Baulkham Hills Shire Council	2,750	Hay Shire Council	1,100
Bega Valley Shire Council	1,100	Holroyd City Council	2,063
Bellingen Shire Council	1,100	Hornsby Shire Council	2,750
Berrigan Shire Council	1,100	Hunters Hill Council	1,100
Blacktown City Council	2,750	Hurstville City Council	1,650
Bland Shire Council	1,100	Inverell Shire Council	1,100
Blayney Shire Council	1,100	Jerilderie Shire Council	1,100
Blue Mountains City Council	1,650	Junee Shire Council	1,100
Bogan Shire Council	1,100	Kempsey Shire Council	1,100
Bombala Council	1,100	Kiama Municipal Council	1,100
Boorowa Council	1,100	Kogarah Municipal Council	1,375
Botany Bay City Council	1,375	Ku-ring-gai Council	2,200
Bourke Shire Council	1,100	Kyogle Council	1,100
Brewarrina Shire Council	1,100	Lachlan Shire Council	1,100
Broken Hill City Council	1,100	Lake Macquarie City Council	2,750
Burwood Council	1,375	Lane Cove Municipal Council	1,375
Byron Shire Council	1,100	Leeton Shire Council	1,100
Cabonne Shire Council	1,100	Leichhardt Municipal Council	1,375
Camden Council	1,375	Lismore City Council	1,375
Campbelltown City Council	2,750	Lithgow City Council	1,650
City of Canada Bay Council	1,375	Liverpool City Council	2,750
City of Sydney Council	4,125	Liverpool Plains Shire Council	2,200
Canterbury City Council	2,200	Lockhart Shire Council	1,100
Carrathool Shire Council	1,100	Maitland City Council	1,650
Central Darling Shire Council	1,100	Manly Council	1,375
Cessnock City Council	1,375	Marrickville Council	1,650
Clarence Valley Council	4,400	Mid-Western Regional Council	2,750
Cobar Shire Council	1,100	Moree Plains Shire Council	1,100
Coffs Harbour City Council	1,650	Mosman Municipal Council	1,100
Conargo Shire Council	1,100	Murray Shire Council	1,100
Coolamon Shire Council	1,100	Murrumbidgee Shire Council	1,100
Cooma-Monaro Shire Council	1,320	Muswellbrook Shire Council	1,100
Coonamble Shire Council	1,100	Nambucca Shire Council	1,100
Cootamundra Shire Council	1,100	Narrabri Shire Council	1,100
Corowa Shire Council	1,466	Narrandera Shire Council	1,100
Cowra Shire Council	1,100	Narrromine Shire Council	1,100
Deniliquin Council	1,100	Newcastle City Council	2,750
Dubbo City Council	1,375	North Sydney Council	1,375
Dungog Shire Council	1,100	Oberon Council	1,100
Eurobodalla Shire Council	1,100	Orange City Council	1,375
Fairfield City Council	2,750	Palerang Council	2,053
Forbes Shire Council	1,100	Parkes Shire Council	1,100
Gilgandra Shire Council	1,100	Parramatta City Council	2,750
Glen Innes Severn Shire Council	1,100	Penrith City Council	2,750
Gloucester Shire Council	1,100	Pittwater Council	1,375
Gosford City Council	2,750	Port Macquarie-Hastings Council	1,375
Goulburn Mulwaree Council	1,466	Port Stephens Council	1,375
Great Lakes Council	1,100	Queanbeyan City Council	1,595
Greater Hume Shire Council	2,566	Randwick City Council	2,200
		Richmond Valley Council	1,100
		Rockdale City Council	1,650
		Ryde City Council	2,063
		Shellharbour City Council	1,650
		Shoalhaven City Council	1,650
		Singleton Shire Council	1,100
		Snowy River Shire Council	1,100
		Strathfield Municipal Council	1,375
		Sutherland Shire Council	2,750
		Tamworth Regional Council	4,675
		Temora Shire Council	1,100
		Tenterfield Shire Council	1,100
		Tumbarumba Shire Council	1,100
		Tumut Shire Council	1,320
		Tweed Shire Council	1,650
		Upper Hunter Shire Council	2,200
		Upper Lachlan Shire Council	2,382
		Uralla Shire Council	1,100
		Urana Shire Council	1,100
		Wagga Wagga City Council	1,650
		Wakool Shire Council	1,100

## Better Futures Program (cont.)

	<b>\$</b>
Walcha Council	1,100
Walgett Shire Council	1,100
Warren Shire Council	1,100
Warringah Council	2,200
Warrumbungle Shire Council	2,200
Waverley Council	1,375
Weddin Shire Council	1,100
Wellington Council	1,100
Wentworth Shire Council	1,100
Willoughby City Council	1,375
Wingecarribee Shire Council	1,375
Wollondilly Shire Council	1,375
Wollongong City Council	2,750
Woolahra Municipal Council	1,375
Wyong Shire Council	2,200
Yass Valley Council	1,136
Young Shire Council	1,100

## Brighter Futures Early Intervention Program

## BRIGHTER FUTURES

	<b>\$</b>
<b>Barnardos Australia</b>	
Cooma Early Intervention Program	116,251
<b>Bega Valley Shire Council</b>	
Bega Early Intervention Project	219,921
<b>CareSouth</b>	
Illawarra Early Intervention Program	2,288,325
<b>Casino Neighbourhood Centre Inc</b>	
Early Intervention Program Negotiation Assistance – Casino	10,000
Focus on Families Service	598,077
<b>Centacare</b>	
Positive Intervention Partnership – Taree	442,016
<b>Dubbo Neighbourhood Centre Incorporated</b>	
Dubbo Community Development Project	20,000
<b>Family Services Illawarra Incorporated</b>	
Early Intervention – SUPPS	50,000
<b>Hunter Homestart Inc</b>	
Volunteer Home Visiting Service	12,966
<b>Kooloora &amp; Soldiers Settlement Community Centre Inc</b>	
Kooloora Family Support Service	45,000
<b>Lismore Neighbourhood Centre Inc</b>	
Early Intervention Program Negotiation Assistance – Lismore	10,000
<b>Maitland City Council</b>	
Woodberry Family Centre	427,918
<b>Mid Richmond Neighbourhood Centre Inc (Lead Agency for Consortium of Neighbourhood Centres – CONC)</b>	
Regional Family Development Program	1,675,370
<b>Mission Australia</b>	
Mission Australia Mid North Coast Early Intervention Program	804,952
Orana Far West Early Intervention Program	772,400
Riverina Murray EIP Lead Agency Project	1,780,380
Shoalhaven Early Intervention Project	615,069
Tablelands Early Intervention Project	455,010
<b>Muloobinba Aboriginal Corporation</b>	
Aboriginal In-Home Family Support Project	71,115
<b>Nowra Family Support Service Inc</b>	
Shoalhaven Drug & Alcohol in Pregnancy & Parenting Service	40,000
<b>Samaritans Youth Services</b>	
Newcastle Lake Macquarie Early Intervention	1,501,077
Wandiyali ATSI Viability Project	204,597
<b>Save The Children Fund Australia</b>	
Tweed Mobile Family Resource Service	206,975

## SDN Children's Services Inc

Batemans Bay Early Intervention Project	208,779
Inner West & South East Sydney Family Resource Program	2,996,453

## Tharawal Aboriginal Corporation

Tharawal Early Intervention Program – Liverpool	116,516
Tharawal Early Intervention Program – Bankstown	85,344
Tharawal Early Intervention Program – Fairfield	101,884
Tharawal Early Intervention Program – Macarthur	291,176

## The Benevolent Society

Brighter Futures Bankstown	697,772
Brighter Futures Central West	1,461,250
Brighter Futures Fairfield	630,600
Brighter Futures Liverpool	604,500
Brighter Futures New England	1,579,697
Family Support Project – Sustained Home Visiting	106,671
Lower Hunter Early Intervention	1,408,616
North Sydney EIP Consortia	873,261
Upper Hunter Early Intervention	396,113

## The Family Centre Community Projects Inc

Tweed Homemaker Service	148,597
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## The Uniting Church in Aust Property Trust (NSW)

Blacktown/Baulkham Hills Family Choices	1,436,723
Coffs Harbour Intergrated Early Intervention Services	627,757
Cumberland Family Choices	1,136,854
Dungog Sustained Home Visiting	13,506
Early Intervention Central Coast	1,739,645
Macarthur Early Intervention Program	1,682,600
Nepean Family Choices	2,050,677
Orana Far West 2 EIP Lead Agency Project	993,600

## VULNERABLE FAMILIES

## Barnardos Australia

EIP – Substance Use In Pregnancy And Parenting	50,000
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## Department of Health

Bankstown Perinatal Co-ordinator	67,145
Sustained Home Visiting Service	206,600

## The Uniting Church in Aust Property Trust (NSW)

Blacktown Baulkham Hills Early Intervention Family Service	350,266
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## Children's Services Program

## EARLY CHILDHOOD

## Peak, Coordination &amp; Resource Project

## Australian Early Childhood Association Inc

Early Childhood Policy	27,174
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## Community Child Care Cooperative Ltd

Core Operations – CCC	204,762
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## Ethnic Child Care Family &amp; Community Services Coop

Children's Services CALD Project	159,211
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## Kidsafe NSW

Playground Advisory Unit	23,135
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## KU Children's Services

Advisers Project – Sydney	148,735
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## Lady Gowrie Child Centre

Gowrie Childcare & Family Information	83,910
Multicultural Resource Unit Project	82,976
Rural Research & Resource Unit	110,127

## Mobile Children's Services Association of NSW Inc

Mobile Resourcing Project	242,600
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## Network of Community Activities

Core Program – Network of Community Activities	158,633
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## Occasional Child Care Association of NSW Inc

Occasional Child Care Association	15,000
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## Pademelon Press Pty Ltd

World Forum Networking Fund	2,264
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## Children's Services Program (cont.)

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### Special Children's Project

#### ANGLICARE – Canberra & Goulburn Youth & Family Services

Batemans Bay Anglicare Toy Library 8,726

#### Armidale Neighbourhood Centre Inc

Gubi Gabun Playgroup 52,831

#### Armidale Toy Library Inc.

Armidale Toy Library 21,610

#### Bankstown Community Resource Group Inc

Bankstown Mobile Minders 109,849

Children's Services Community Development Officer 74,740

#### Camden Community Connections Inc

Camden Area Children's Community Support Worker 29,781

#### Camden Council

Children's Services Development Co-ordinator – Camden 55,176

#### Campbelltown City Council

Campbelltown Child & Family Centre 143,243

#### Canterbury City Council

Children's Services Support & Resource Centre 37,310

#### Centacare

Early Intervention Program – Speech Pathology Position 53,814

Lower North Shore Family Support Mobile 29,853

#### Church of England Children's Homes

Summer Hill Toy Library 9,798

#### Coastwide Child & Family Services Inc

Children's Services Supported Playgroup – Gosford 43,405

#### Cobar Mobile Children's Services Inc

Cobar Mobile Children's Services 130,924

#### Community Access Care Pair Inc

Community Access Care Pair 90,151

#### Connect Child and Family Services Inc

Possum Toy Library 99,843

#### Country Children's Services Association of NSW Inc

Administration Training & Support Project 62,074

#### Department of Education & Training

Curran Family Enrichment Project – Schools As Community Centres 28,129

#### Fairfield City Council

Families Together 45,544

#### Fairfield Community Resource Centre

Children's Project Officer – Fairfield 60,844

Fairfield Occasional Care Co-ordinator 25,278

Fairfield Roving Child Care Service 66,801

Fairfield Roving Child Care Service 98 35,586

Lansvale/Carramar/East Fairfield Supported Playgroup 15,614

Multicultural Child Care Worker 28,557

#### Family Child Care Services Central Coast Inc

Children's Services Supported Playgroup – Wyong 43,405

#### Gwydir Shire Council

Bingara Preschool Toy Library 15,099

#### Handicapped Children's Centre NSW

Sylvanvale Early Learning Service 103,703

#### Hawkesbury Community Outreach Services Inc

Colo Wilderness Mobile Resource Mobile Minders 25,274

#### Hawkesbury Early Childhood Intervention Service Inc

Hawkesbury Early Childhood Intervention Service 73,727

#### Hay Mobile Children's Service Inc

Hay Mobile Resource Unit 106,058

#### Holroyd City Council

Holroyd Toy Library 58,065

#### Holroyd/Parramatta Mobile Minders Inc

Mobile Minders Child Care 97,911

#### Illawarra Children's Services Ltd

Children's Services Co-ordinator – Wollongong 52,246

Day Care Program 74,782

#### Illawarra Multicultural Services Inc

Casual Child Minding Scheme 31,329

#### Illawarra Toy Library Association Inc

Toy Library – Illawarra 105,087

#### Inverell District Family Services Inc

I.D.F.S. Toy Library Mobile 114,054

#### Jumbunna Children's Centre Ltd

Aboriginal Child Care Worker Project 41,945

#### Jumbunna Community Preschool & Early Intervention Centre Inc

Jumbunna Community Preschool & Early Intervention Centre 235,031

#### Khancoban & District Children's Resource Centre Inc

Khancoban Toy Library 22,842

#### Koorana Child & Family Centre Inc

Early Childhood Project – Koorana 55,567

#### KU Children's Services

KU Glenhaven Mobile Service 60,514

KU Maitland Children's Outreach Support Worker 21,792

#### Lake Macquarie City Council

Lake Macquarie Children's Services Worker 53,698

#### Lapstone Preschool Kindergarten Association Inc

Early Childhood Assessment & Referral Service 46,936

Early Development Program 21,901

#### Liverpool City Council

Family and Children's Services Planning 52,051

#### Liverpool Fairfield Disabled Person's Resource Service Inc

Noah's Ark Toy Library 14,661

#### Macarthur Multicultural Children's Services Association Inc

Macarthur Multicultural Children's Services Development Officer 51,503

#### Marayong House Neighbourhood Centre Inc

Blacktown Roving Child Care 79,566

#### Marrickville Council

Magic Yellow Bus Project 112,817

#### May Murray Neighbourhood Centre Inc

Child Minding Grant – Marrickville 4,944

#### Merriwa Preschool Kindergarten Association Inc

Merriwa Childrens Activity Centre 20,461

#### Mission Australia

South West Early Childhood Support Service 123,059

#### Monaro Early Intervention Service Inc

MEIS Toy Library, Resource Centre & Outreach Service 8,815

Monaro Early Intervention Service 13,670

#### Moree Family Support Inc

Aladdin's Cave Toy Library 15,895

#### Mountains Outreach Community Service Inc

Mountains Mobile Minders 92,937

#### Narrabri & District Community Aid Service Inc

Namoi Toy Library 17,587

#### Noah's Ark Centre of Shoalhaven Inc

Day Care Program – Noah's Ark 49,632

#### Ooranga Family Mobile Resource Unit Assoc Inc

Ooranga Family Mobile Resource Unit 150,478

#### Pathways Early Childhood Intervention Inc

Pathways Early Childhood Intervention 89,745

#### Penrith City Council

Mobile Playvan Project 38,439

Penrith Community Toy Library 81,159

Special Needs Vacation Care Project – Penrith 4,133

Vacation Care, 10-12 Year Olds 3,080

#### Reachout Mobile Resource Unit Inc

Reachout Toy Library 42,771

## Children's Services Program (cont.)

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<b>Resource &amp; Toy Library Broken Hill &amp; Far Western Region Inc</b>	
Resource & Toy Library – Broken Hill	95,410
<b>SDN Children's Services Inc</b>	
FOCUS Support Service Resource Centre	30,407
SDN Parent Resource Program – Poet's Corner Outreach	81,024
<b>Share Care Inc</b>	
Share Care Playgroup	13,280
<b>Shine for Kids Coop Ltd</b>	
Winangaay Centre	15,893
<b>St Vincent de Paul Society</b>	
Mingaletta Family Centre	22,768
<b>Sunny Corner Toy Library Inc</b>	
Sunny Corner Toy Library	22,936
<b>Tamworth Toy Library Inc</b>	
Tamworth Toy Library	10,469
<b>The Infants Home Ashfield</b>	
Specialist Intervention Services	143,322
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Bidwill NEWPIN	90,397
Hinchinbrook Child and Family Service	129,043
The Hills Family Centre Children's Worker	20,109
<b>Upper Hunter Children's Mobile Outreach Service Inc</b>	
Upper Hunter Children's Mobile Outreach Service	161,190
<b>Wee Waa &amp; District H.A.C.C. Association Inc</b>	
Wee Waa & District Toy Library	48,573
<b>Woodbine Neighbourhood Centre Inc</b>	
Macarthur Care Pair	82,920
<b>Yarran Early Intervention Inc</b>	
Central Coast Toy Library for Children with Special Needs	25,231
<b>Young Preschool Kindergarten Inc</b>	
Young Mobile Play Activities	39,173

## PRESCHOOLS &amp; DAY CARE CENTRES

## Childcare – Capital &amp; Equipment

<b>Kempsey Children's Services Cooperative Ltd</b>	
South Kempsey Preschool Capital Development	530,000
<b>Walgett Preschool and Long Day Care Centre Inc</b>	
Coolibah Kids – Capital	400,000

## Commonwealth Grants

<b>The Grace Child Care Centre Inc</b>	
The Grace Child Care Centre	42,356

## Long Day Care Subsidies

<b>Abbotsford Long Day Care Centre Inc</b>	
Abbotsford Long Day Care Centre	34,128
<b>Abercrombie Street Child Care Ltd</b>	
Boundary Lane Children's Centre	45,019
<b>Adamstown Child Care Centre</b>	
Adamstown Child Care Centre	34,926
<b>Amigoss Cooperative Ltd</b>	
Amigoss Child Care Centre	21,382
<b>Amy Hurd Child Care Centre Inc</b>	
Amy Hurd Child Care Centre	33,970
<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>	
St Saviour's Long Day Care	14,201
<b>Annette's Place Inc</b>	
Annette's Place Long Day Care – MPC	19,759
<b>Ashmont Preschool Inc</b>	
Ashmont Preschool	36,409
<b>Auburn Council</b>	
Auburn Long Day Care Centre	33,862

<b>Australian Turkish &amp; Kurdish Community Services Cooperative Ltd</b>	
Ana Kindergarten	28,416
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>	
Awabakal Long Day Care Centre	33,516
<b>Bain Park Community Preschool Inc</b>	
Bain Park Community Preschool	29,714
<b>Balmain Children's Centre Ltd</b>	
Balmain Children's Centre	40,520
<b>Balranald Early Learning Centre Incorporated</b>	
Balranald Early Learning Centre	27,635
<b>Bangalow Community Children's Centre Inc</b>	
Bangalow Community Preschool	54,466
<b>Baptist Community Services – NSW &amp; ACT</b>	
Northmead Baptist Child Care Centre – Long Day Care	30,988
<b>Barnardos Australia</b>	
Long Day Care Program	27,614
<b>Bathurst Regional Council</b>	
Bathurst Long Day Care Centre	43,367
<b>Batlow Apple Tree Learning Centre Cooperative Ltd</b>	
Batlow Preschool Long Day Care Centre	28,630
<b>Baulkham Hills Shire Council</b>	
Balcombe Heights Child Care Centre	34,700
Castle Glen Child Care Centre	36,182
Ellerman Child Care Centre	32,927
Eurambie Park Child Care Centre	36,516
Excelsior Ave Child Care Centre	36,027
North Rocks Child Care Centre	34,819
<b>Bega Valley Shire Council</b>	
Bandara Children's Services – LDC RMPC	17,589
Eden Child Care Centre	32,170
<b>Beresfield Community Children's Education Centre</b>	
Beresfield Community Children's Education Centre	42,928
<b>Berrigan Children's Centre Association Inc</b>	
Berrigan Children's Centre	25,883
<b>Betty Spears Child Care Centre Ltd</b>	
Betty Spears Child Care Centre	66,723
<b>Birrreele Longday Care Centre Inc</b>	
Birrreele Longday Care Centre	39,521
<b>Birrreele Multi-Functional Aboriginal Children's Service Aboriginal Corporation</b>	
Birrreele MACS Preschool & Long Day Child Care Service	32,777
<b>Blacktown Anglican Child Care Centre Inc</b>	
Blacktown Anglican Child Care Centre	36,120
<b>Blacktown City Council</b>	
Astral Drive Child Care Centre	32,582
Blackett Child Care Centre	31,288
Bob Sinclair Child Care Centre	30,439
Cannon Street Child Care Centre	31,273
Dean Park Child Care Centre	33,101
Hassall Grove Child Care Centre	35,671
Hawke Lane Child Care Centre	36,349
Hillend Road Child Care Centre	33,097
Jim Lynch Child Care Centre	30,812
Joanne Sommarco Child Care Centre	33,071
John Armitage Child Care Centre	36,646
Kerry Jones Child Care Centre	16,234
Kings Langley Child Care Centre	32,274
Kings Park Child Care Centre	31,111
Kurung Child Care Centre	32,274
Lalor Park Child Care Centre	54,053
Leabons Lane Child Care Centre	32,647
Maria Howey Child Care Centre	35,671
Nan Moran Child Care Centre	31,854
Riverstone Child Care Centre	31,550
William Lawson Child Care Centre	31,189
<b>Blinky Bill Portland Child Care Centre Inc</b>	
Blinky Bill Long Day Care – MPC	18,710

## Children's Services Program (cont.)

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<b>Bolton Point Child Care Centre Inc</b> Bolton Point Child Care Centre	35,477	Coolamon Cottage	14,313
<b>Bourke &amp; District Multi-Purpose Child Care</b> Bourke Child Care Centre	22,810	<b>Cooloon Children's Centre Inc</b> Cooloon Children's Centre	33,168
<b>Bradfield Park Preschool &amp; Child Care Centre Inc</b> Bradfield Park Preschool & Child Care Centre	34,081	<b>Coonamble Children's Services Inc</b> Coonamble Multi-Functional Child Care Centre	21,695
<b>Brewarrina Child Care Centre Association Inc</b> Brewarrina Child Care Centre	9,289	<b>Cowra Early Childhood Services Cooperative Ltd</b> Cowra Children's Mobile Resource Service – Long Day Care	4,028
<b>Bunya Child Care Centre</b> Bunya Child Care Centre	33,422	Cowra Long Day Care (Carinya)	43,877
<b>Burwood Neighbourhood Child Care Cooperative Ltd</b> Elm St Early Learning Centre	31,197	<b>Cringila Children's House</b> Cringila Children's House	25,712
<b>Byron Shire Council</b> Sand Hills Early Childhood Centre	52,745	<b>Cudal Community Preschool Inc</b> Cudal Long Day Care	2,345
<b>Campbell Street Children's Centre</b> Campbell Street Childcare & Education Centre	44,609	<b>Cuddlepie Early Childhood Learning Centre</b> Cuddlepie Early Childhood Learning Centre	35,933
<b>Campbelltown City Council</b> Amarina Child Care Centre	36,674	<b>Daisy Day Care Inc</b> Daisy Day Care	26,482
Amber Cottage Child Care Centre	36,397	<b>Deniliquin Children's Centre Inc</b> Deniliquin Mobile – Long Day Care	5,342
Eagles Nest Child Care Centre	29,798	<b>Department of Health</b> Lucas Street Child Care Centre	31,499
Kabbarli Early Learning Centre	33,425	<b>Dubbo City Council</b> Rainbow Cottage Long Day Care	37,676
Minto Child Care Centre	30,901	<b>Eastern Zone Gujaga Aboriginal Corporation</b> Gujaga Multifunctional Aboriginal Children's Service	32,236
Parklands Child Care Centre	35,695	<b>Eastlake Community Child Care Inc</b> Belmont Long Day Care Centre	40,635
Waratah Cottage Child Care Centre	34,088	<b>Edgeworth Child Care Centre Inc</b> Edgeworth Child Care Centre	34,676
Wombat Willows Child Care Centre	31,727	<b>Elernmore Vale Early Learning Centre Inc</b> Elernmore Vale Early Learning Centre	35,947
<b>Camperdown Child Care Centre</b> Camperdown Child Care Centre	37,656	<b>Elizabeth Street Extended Hours Preschool Inc</b> Elizabeth Street Extended Hours Preschool	17,881
<b>Canterbury Children's Cottage</b> Canterbury Children's Cottage	27,804	<b>Euroka Children's Centre Inc</b> Euroka Children's Centre	35,004
<b>Canterbury City Council</b> Earlwood Children's Centre	29,057	<b>Fairfield City Council</b> Bonnyrigg Early Learning Centre	33,066
Hurstone Park Children's Centre	31,406	Bonnyrigg Heights Early Learning Centre	34,119
Lakemba Children's Centre	26,570	Cabramatta Early Learning Centre	38,007
Urunga Parade Children's Centre	28,726	Canley Vale Early Learning Centre	26,916
<b>Cardiff Early Education &amp; Care Centre Inc</b> Cardiff Early Education & Care Centre	42,108	Janice Crosio Early Learning Centre	30,989
<b>Carinya Neighbourhood Children's Centre Inc</b> Carinya Neighbourhood Children's Centre	43,178	St Johns Park Early Learning Centre	30,989
<b>Centacare</b> Centacare Catholic Family Services Long Day Care	31,314	Tasman Parade Early Learning Centre	12,222
<b>Cessnock Multi Purpose Children's Centre Ltd</b> Cessnock Long Day Care Centre	83,932	Wakeley Early Learning Centre	31,655
<b>Charles Sturt University</b> Mitchell Child Care Centre	33,435	Wetherill Park Early Learning Centre	31,797
<b>Charlestown Child Care &amp; Early Learning Centre</b> Charlestown Child Care & Early Learning Centre	32,202	<b>Fairfield Nursery School Inc</b> Fairfield Nursery School	31,902
<b>Chinese Australian Services Society Coop Ltd</b> Campsie Child Care Centre	39,102	<b>Filipino Community Cooperative Ltd</b> Hiyas Ng Bayan Child Care Centre	25,435
<b>City of Albury Council</b> Banjora Children's Centre	48,295	<b>Forbes Child Care Centre Inc</b> Forbes Learning Ladder	54,080
<b>City of Sydney Council</b> Alexandria Child Care Centre	36,017	<b>Galloway Children's Centre Ltd</b> Galloway Children's Centre	37,927
<b>Clovelly Child Care Centre</b> Clovelly Child Care Centre	38,511	<b>Gamumbi Early Childhood Education Centre Inc</b> Gamumbi Early Childhood Education Centre	33,316
<b>Communicare Sydney</b> Ardill Family Centre	30,925	<b>Glen Innes Severn Council</b> The Gum Tree Glen Children's Centre	34,811
Ardill House Children's Centre	33,726	<b>Glendale Early Education Centre Inc</b> Glendale Early Education Centre	34,057
Kurralee Children's Centre	47,369	<b>Glendore Child Care Centre Inc</b> Glendore Child Care Centre	24,398
Roslyn Hall Children's Centre	34,758	<b>Glenmark Preschool Kindergarten Inc</b> Glenmark Pre School Kindergarten	12,053
Turrella Children's Centre	41,223	<b>Golden Valley Children's Learning Centre Inc</b> Golden Valley Children's Learning Centre	33,325
<b>Concord Family &amp; Child Care Coop Ltd</b> Concord Children's Centre	22,629		
<b>Coolamon Cottage Childcare &amp; Preschool Ltd</b>			

## Children's Services Program (cont.)

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<b>Gosford Baptist Community Day Care Limited</b>			
Gosford Baptist Community Day Care	28,775		
<b>Gosford City Council</b>			
James Mitchell Child Care Centre	41,001		
Kariong Long Day Care Centre	36,096		
Michael Burns Children's Centre	38,318		
Niagara Park Children's Centre	35,465		
Papalya Long Day Care Centre	38,158		
Terrigal Children's Centre	36,096		
Umina Child Care Centre	46,009		
<b>Gosford Community Child Care Association Inc</b>			
Gosford Community Child Care Centre	37,479		
<b>Greek Orthodox Community of NSW Ltd</b>			
Greek Community Child Care Centre	46,642		
<b>Green Hills Child Care Centre Inc</b>			
Greenhills Child Care Centre	34,809		
<b>Grenfell Preschool &amp; Long Day Care Centre Inc</b>			
Grenfell Long Day Care	39,190		
<b>Griffith Child Care Centre</b>			
Griffith Long Day Care Centre	63,556		
<b>Gumnut Cottage Inc</b>			
Gumnut Cottage – Coffs Harbour	33,789		
<b>Gunnedah Family &amp; Children's Service Inc</b>			
Mary Ranken Child Care Centre	30,045		
<b>Guyra Preschool Inc</b>			
Guyra Preschool & Long Day Care Centre	27,903		
<b>Hamilton Child Care Centre Inc</b>			
Hamilton Child Care Centre	26,379		
<b>Hampden Bridge Child Care Centre Inc</b>			
Hampden Bridge Long Day Care Centre	38,360		
<b>Hastings Preschool/Long Day Care Centre Inc</b>			
Hastings Preschool/Long Day Care Centre	31,884		
<b>Hay Plains Child Care Centre Inc</b>			
Hay Plains Child Care Centre	21,881		
<b>Hazelwood Child Care Centre Inc</b>			
Hazelwood Child Care Centre	28,978		
<b>Hillston Billylids Inc</b>			
Hillston Billylids	41,345		
<b>Hobartville Long Day Preschool Inc</b>			
Hobartville Long Day Preschool	34,484		
<b>Hobbit New England Preschool &amp; Child Care Centre Inc</b>			
Hobbit New England Preschool & Child Care Centre	27,264		
<b>Holbrook Children's Centre Inc</b>			
Holbrook Children's Centre	43,309		
<b>Holroyd City Council</b>			
Guildford West Children's Centre	30,992		
Holroyd Children's Centre – Banksia Babes	27,120		
Holroyd Children's Centre – Gumnut Grove	15,110		
Wenty Children's Centre	31,997		
<b>Holsworthy Occasional Childcare Centre Inc</b>			
Holsworthy Long Day and Occasional Care Centre	7,553		
<b>Hornsby/Ku-ring-gai Montessori Society</b>			
Hornsby/Ku-ring-gai Montessori Preschool	19,398		
<b>Hunter Region Working Women's Group Ltd</b>			
Six Hats Early Childhood Service	43,930		
<b>Hurstville City Council</b>			
Penshurst Long Day Care	35,043		
<b>Illawarra Aboriginal Corporation</b>			
Noogaleek Children's Centre	31,877		
<b>Illawarra Area Child Care Ltd</b>			
Alunga Child Care Centre	28,154		
Clipper Road Child Care Centre	75,179		
Keiraview Child Care Centre	31,963		
Sanctuary Point Children's Centre		28,621	
Smith Street Child Care Centre		32,340	
Wallerawang Child Care Centre		38,468	
<b>Illawarra Children's Services Ltd</b>			
Barrack Heights Children's Centre		33,616	
Bulli Children's Centre		34,158	
Cobbler's Hill Children's Centre		32,690	
Corrimal Children's Centre		33,827	
Dapto Children's Centre		36,607	
Kenny Street Long Day Care Centre		16,082	
Kiama Downs Children's Centre		33,075	
Koonawarra Children's Centre		38,034	
Stewart Street Children's House		32,523	
Warrawang Children's House		33,721	
Western Suburbs Child Care Centre		46,302	
<b>Inner City Care Child Care Centre</b>			
Inner City Care Child Care Centre		38,825	
<b>Inverell District Family Services Inc</b>			
Catherine Campbell Long Day Care		48,302	
<b>Jesmond Early Education Centre Inc</b>			
Jesmond Early Education Centre		53,055	
<b>Joey's Pouch Educational Child Care Centre Inc</b>			
Joey's Pouch Child Care Centre		30,969	
<b>Jumbunna Children's Centre Ltd</b>			
Jumbunna Children's Centre		27,824	
<b>Kanga's House Child Care Centre Inc</b>			
Kanga's House Child Care Centre		63,710	
<b>Katoomba Children's Cottage</b>			
Katoomba Children's Cottage		40,299	
<b>Kellys Place</b>			
Kellys Place		39,434	
<b>Kemblawarra Child &amp; Family Support Centre Inc</b>			
Kemblawarra Child & Family Centre		18,284	
<b>Kempsey Children's Services Cooperative Ltd</b>			
Kempsey Multi – Purpose Rural Long Day Care		24,703	
<b>Kenny Street Long Day Care Centre Inc</b>			
Kenny Street Long Day Care Centre		5,135	
<b>Keymer Child Care Centre Inc</b>			
Keymer Child Care Centre		48,427	
<b>Kindamindi Coop Ltd</b>			
Kindamindi Neighbourhood Children's Centre		27,889	
<b>Kindilan Child Care Centre Inc</b>			
Kindilan Child Care Centre – Forster/Tuncurry		95,952	
<b>Koala Child Care Centre</b>			
Koala Child Care Centre		45,364	
<b>Kogarah Municipal Council</b>			
Ocean Street Kindergarten		8,985	
<b>Kogil Street Preschool Association Inc</b>			
Kogil Street Preschool		24,653	
<b>Kookaburra Korner Early Education Centre Inc</b>			
Kookaburra Korner Early Education Centre		39,557	
<b>KU Children's Services</b>			
KU Campbelltown Hospital Children's Centre		17,245	
KU Centennial Parklands Children's Centre		44,658	
KU Chester Hill Children's Centre		36,114	
KU CT Lewis Child Care Centre		43,749	
KU Greenacre Children's Centre		35,334	
KU Kintaiba Community Child Care Centre		46,989	
KU Laurel Tree House Child Care Centre		26,481	
KU Macquarie Park Children's Centre		35,994	
KU Phillip Park Children's Centre		34,160	
KU Playford Park		32,259	
KU Prepaid Therapeutic Childcare Places		12,447	
KU Ultimo Child Care Centre		50,667	
KU Union Child Care Centre		46,678	
KU Village Green Children's Centre		39,202	
KU Wonnayba Child Care Centre		31,888	
KU Moss Vale Children's Centre & Occasional Care Centre (1)		8,560	

## Children's Services Program (cont.)

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<b>Kubby House Child Care Centre Inc</b> The Kubby House Child Care Centre	13,913	<b>Metford Child Care Centre Ltd</b> Metford Child Care Centre	38,135
<b>Kurri Early Childhood Centre Inc</b> Kurri Early Childhood Centre	67,302	<b>Mid-Western Regional Council</b> Mudgee Child Care Centre	36,083
<b>Lady Gowrie Child Centre</b> Lady Gowrie Child Care Centre – Sydney	70,845	<b>Miller Baptist Church</b> Huz 'N' Buz Child Care	9,433
<b>Lane Cove Council</b> Kindy Cove Long Day Care Centre	48,936	<b>Milperra Community and Children's Services Ltd</b> Milperra Child Care Centre	36,502
<b>Lao Community Advancement NSW Coop Ltd</b> Vattana Neighbourhood Children's Centre	24,879	<b>Moree Plains Shire Council</b> Gwydir Day Care & Preschool	39,754
<b>Leeton Child Care Centre Inc</b> Leeton Long Day Care Centre	32,656	<b>Morisset &amp; District Children's Cooperative Ltd</b> Morisset & District Children's Centre	25,462
<b>Leichhardt Municipal Council</b> Annandale Child Care Centre John McMahon Child Care Centre Leichhardt Children's Centre	24,706 12,232 34,293	<b>Mount Druitt Church of Christ Child Care Centre In</b> Mount Druitt Church of Christ Child Care Centre	21,496
<b>Lismore City Council</b> Koala Long Day Care Centre	34,510	<b>Mount Hutton Child Care Centre</b> Mount Hutton Child Care Centre	31,709
<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b> Gumnut House Long Day Care – MPC	33,602	<b>Mount Victoria Public School Multi-Purpose Childre Centre Inc</b> Possum's Patch Child Care Centre	59,052
<b>Little Bear Child Care Cottage Inc</b> Little Bear Child Care Cottage	27,708	<b>Mountain Community Children's Centre Inc</b> Mountain Community Children's Centre	63,211
<b>Liverpool City Council</b> Cecil Hills Children's Centre Hinchinbrook Multi-Purpose Children's Centre Holsworthy Children's Centre Prestons Children's Centre Warwick Farm Children's Centre Wattle Grove Children's Centre	30,671 53,507 36,442 33,070 34,429 33,962	<b>Multi Purpose Allira Gathering Association Inc</b> Multi Purpose Allira Gathering	31,154
<b>Macedonian Orthodox Community Church St. Petka Inc</b> Macedonian Child Care Centre "Iinden"	19,882	<b>Murawina Ltd</b> Murawina	54,554
<b>Macksville Preschool Childcare Centre Ltd</b> Macksville Preschool Child Care Centre	34,847	<b>Muswellbrook Child Care Centre Inc</b> Muswellbrook Child Care Centre	26,990
<b>Macquarie University Union Ltd</b> Macquarie University Union Child Care Centre (Gumnut Cottage)	52,261	<b>Narrandera Preschool Inc</b> Narrandera Preschool Early Childhood Centre	31,555
<b>Maitland Child Care Centre Inc</b> Shamrock Hill Early Learning & Long Day Care Centre	37,185	<b>New School of Arts Neighbourhood House Inc</b> South Grafton Long Day Care Centre	56,350
<b>Malabar/Chifley Parents Cooperative Ltd</b> Blue Gum Cottage Children's Centre	26,286	<b>Nought to Five Early Childhood Centre Inc</b> Nought to Five Early Childhood Centre	27,319
<b>Mamma Lena Child Care Centre Inc</b> Mamma Lena Child Care Centre	56,209	<b>Nurruby Children's Services Inc</b> Nurruby Childcare Centre & Preschool	33,727
<b>Manly Council</b> The Roundhouse Child Care Centre	31,504	<b>Orange City Council</b> Courallie Park Child Care Centre Spring Street Child Care Centre Yarrowong Child Care Centre	31,078 63,010 30,221
<b>Maronite Sisters of the Holy Family</b> Maronite Sisters Preschool	41,804	<b>Padstow Community Care</b> Padstow Community Child Care Centre	6,000
<b>Maroubra Neighbourhood Children's Centre</b> Maroubra Neighbourhood Children's Centre	25,097	<b>Parkes Early Childhood Centre Inc</b> Parkes Long Day Care – MPC	27,742
<b>Marrickville Council</b> Addison Road Child Care Centre Cavendish Street Child Care Centre Deborah Little Child Care Centre Enmore Child Care Centre May Murray Child Care Centre Tillman Park Child Care Centre	34,387 22,712 50,508 33,952 14,706 40,185	<b>Parramatta City Council</b> Dundas Child Care Centre Ermington Possum Patch Frances Fisk Child Care Centre Jubilee Park Child Care Centre Northmead Redbank Children's Centre	31,130 32,368 33,452 31,560 35,848
<b>Maryland Care &amp; Early Education Centre Inc</b> Maryland Care & Early Education Centre	52,118	<b>Penrith City Council</b> Blue Emu Children's Centre Carita Children's Centre Cook Parade Children's Centre Erskine Park Children's Centre Jamisontown Children's Centre Kindana Children's Centre Koala Corner Children's Centre Platypus Playground Children's Centre Ridge-ee-Didge Children's Centre Stepping Stones Children's Learning Centre Strauss Road Children's Centre Tamara Children's Centre The Emu Plains Kids Place Wattle Glenn Children's Centre Werrianda Children's Centre Werrington County Children's Centre Yoorami Children's Centre	33,467 32,274 33,836 32,692 36,503 37,440 37,203 33,357 33,101 32,582 34,030 33,396 32,731 36,168 33,457 34,860 51,037
<b>McGraths Hill Children's Centre Inc</b> McGraths Hill Children's Centre	33,516		
<b>Merindah Children's Centre Inc</b> Merindah Children's Centre	21,639		
<b>Merrydays Kindergarten Society Inc</b> Merrydays Kindergarten	31,113		

## Children's Services Program (cont.)

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<b>Pippies Early Childhood Centre Inc</b> Pippies Multi Purpose Centre – Long Day Care	19,468	<b>St Anthony's Family Care</b> St Anthony's Long Day Care	22,326
<b>Pittwater Council</b> Warriewood Children's Centre	12,502	<b>St Mark's Child Care Centre Oakhurst Inc</b> St Mark's Child Care Centre – Oakhurst	30,230
<b>Playmates Cottage Child Care Centre Dubbo Inc</b> Playmates Cottage Child Care Centre	37,676	<b>St Mary's Child Care Centre Ltd</b> St Mary's Child Care Centre	31,593
<b>Port Stephens Council</b> Meadowie Children's Centre	65,142	<b>St Michaels Family Centre Ltd</b> St Michaels Long Day Care Centre – Baulkham Hills	19,725
<b>Possum's Corner</b> Possum's Corner	34,049	<b>St Paul's Lutheran Kindergarten Inc</b> St Paul's Lutheran Kindergarten	19,739
<b>POW Place Community Child Care Centre</b> POW Place Community Child Care Centre	33,655	<b>St Thomas Rozelle Child Care Centre</b> St Thomas Child Care Centre	28,849
<b>Queanbeyan City Council</b> South Queanbeyan Children's Centre	21,506	<b>St Vincent de Paul Society</b> Margaret Druitt Day Care Centre	38,913
<b>Rainbow Children's Centre Inc</b> Rainbow Children's Centre	30,929	<b>Strathfield One-Stop Child Care Services Inc</b> Strathfield One Stop Child Care Service – Long Day Care	60,522
<b>Rainbow Street Child Care Centre Inc</b> Rainbow Street Child Care Centre	33,651	<b>Styles Street Children's Community Long Day Care Centre Inc</b> Styles Street Children's Community Long Day Care Centre	44,645
<b>Randwick Open Care For Kids Inc</b> Randwick Open Care For Kids	34,207	<b>Sutherland Shire Council</b> Allison Crescent Long Day Care Centre	38,099
<b>Raymond Terrace Early Education Centre Inc</b> Raymond Terrace Early Education Centre	35,967	Bradman Road Child Care Centre	33,107
<b>Richmond Valley Care – Ring Association Inc</b> Care – Ring Children's Centre	43,397	Caldarra Avenue Child Care Centre	41,512
<b>Rosebery Child Care Centre</b> Rosebery Long Day Care	32,503	Canberra Road Child Care Centre	41,079
<b>Royal Society for the Welfare of Mothers &amp; Babies</b> Guthrie Child Care Centre	26,596	Dianella Street Child Care Centre	43,753
<b>Rozelle Child Care Centre Ltd</b> Rozelle Child Care Centre	66,572	Fauna Place Child Care Centre	32,360
<b>Salamander Child Care Centre Inc</b> Salamander Child Care Centre	50,462	Franklin Road Child Care Centre	41,293
<b>SDN Children's Services Inc</b> Cumberland Focus Resource Project	41,829	Hobart Place Child Care Centre	34,213
SDN Hurstville Early Learning Centre	19,135	Moore Street Child Care Centre	49,947
SDN Erskineville Early Learning Centre	32,712	Soldiers Road Child Care Centre	34,068
SDN Children's Services – Hamilton Street	30,314	Waratah Street Child Care Centre	34,219
SDN Lois Barker Child and Family Learning Centre, Waterloo	38,165	<b>Tenterfield Child Care Centre Inc</b> Tenterfield Long Day Care Centre	30,777
SDN Mosman Early Learning Centre	32,712	<b>Tharawal Aboriginal Corporation</b> Tharawal Long Day Care Centre	37,451
SDN Ngallia Early Learning Centre – Lidcombe	41,195	<b>The Benevolent Society</b> Maurice O'Sullivan Child Care Centre	56,601
SDN Northern Suburbs Early Learning Centre	49,071	Sir Philip Baxter Child Care Centre	35,863
SDN Redfern Child & Family Learning Centre	43,613	Sir Philip Baxter Child Care Centre – Extension	16,148
SDN Surry Hills Child and Family Learning Centre	43,613	<b>The Council of the City of Botany Bay</b> Hillsdale Child Care Centre	44,093
SDN Forest Lodge Child & Family Learning Centre	43,763	Mascot Child Care Centre	30,314
SDN Lady McKell Early Learning Centre	30,416	<b>The Council of the Shire of Hornsby</b> Asquith Nursery & Preschool	32,785
SDN Linthorpe Street Child & Family Learning Centre	32,824	Cherrybrook Nursery & Preschool	36,386
SDN Marrickville Early Learning Centre	35,553	Hornsby Nursery & Preschool	29,661
SDN Melanie Alexander Early Learning Centre	8,207	Somerville Park Early Childhood Education Centre	25,222
SDN Paddington Early Learning Centre	59,973	Westleigh Nursery & Preschool	34,778
SDN Pyrmont Early Learning Centre	35,444	<b>The Fraternal Society of Tripoli &amp; Mena Districts Ltd</b> Arabic Australian Child Care Centre	30,671
SDN Riverwood Child & Family Learning Centre	41,032	<b>The Infants Home Ashfield</b> The Infants Home Child and Family Service – Gorton House	16,528
SDN Woolloomooloo Child & Family Learning Centre	76,323	The Infants Home Learning and Development Centre – Murray House	6,224
<b>Shellharbour City Council</b> Warilla Child Care Centre	31,786	The Infants Home Learning and Development Centre	
<b>Singleton Council</b> Colleen Gale Children's Centre	52,031	Johnson House 0-2's	19,559
<b>Smithfield Child Care Centre Inc</b> Smithfield Child Care Centre	46,723	The Infants Home Learning and Development Centre Rigby House	16,565
<b>Snugglepot Day Care Centre Inc</b> Snugglepot Day Care Centre	60,637	The Infants Home Learning and Development Centre Robinson House	29,667
<b>South Coast Workers Child Care Ltd</b> South Coast Workers Child Care Centre	39,521	<b>The Presbyterian Church (NSW) Property Trust</b> Campbelltown Presbyterian Community Child Care Centre	33,936
<b>St Andrew's Children's Neighbourhood Centre Inc</b> St Andrew's Children's Neighbourhood Centre	19,528	Presbyterian Child Care Centre of Wollondilly	33,196
		<b>The Salvation Army (NSW) Property Trust</b> The Salvation Army Child Care Centre – Macquarie Fields	33,043
		<b>The Uniting Church in Aust Property Trust (NSW)</b> Cinderella Kindergarten	22,340
		Dove Cottage Children's Centre	18,830
		Dove Nest Children's Centre	27,070
		Ella Community Child Care Centre	33,554
		Galston Long Day Care Centre	31,283

## Children's Services Program (cont.)

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Grantham Heights Uniting Church Long Day Care	38,050	<b>Woodrising Community Preschool &amp; Childcare Centre Inc</b>	38,417
Greystanes Uniting Church Child Care Centre	40,645	Woodrising Community Preschool & Child Care Centre	
Iluka Childcare Centre	38,000	<b>Woodville Community Service Inc</b>	
Ingleburn Uniting Care Preschool & Child Care Centre	20,222	Carramar Child Care Centre – Long Day Care	32,232
Janis Children's Centre	59,505	<b>Woolgoolga Child Care Centre Inc</b>	
Kogarah Uniting Church Long Day Care	30,435	Woolgoolga Child Care Centre	39,120
Noah's Ark Preschool	34,493	<b>Woy Woy Peninsula Child Care Centre Cooperative</b>	
North Bondi Kindergarten – LDC	12,945	Woy Woy Peninsula Long Day Care Centre	21,791
Paddington Children's Centre	45,695	<b>Wyong Shire Council</b>	
Revesby Uniting Church Child Care Centre	32,179	Kanwal Preschool & Children's Centre	60,471
Sarah's Place Long Day Care	13,217	Karinya Preschool & Children's Centre	36,017
Springwood Uniting Kids Care	14,583	Northlakes Preschool & Children's Centre	40,482
Summer Hill Children's Centre	22,467	Spotted Gum Preschool & Children's Centre	36,091
Susanna Children's Child Care Centre	18,385	Tom Stone Preschool & Children's Centre	36,062
White Dove Children's Centre	29,908	Treelands Preschool & Children's Centre	35,970
<b>Thornton Child Care &amp; Preschool Centre Assoc Inc</b>		<b>Yalbilliga Boori Day Care Centre Aboriginal Corp</b>	
Thornton Child Care & Preschool Centre	33,879	Yalbilliga Boori Day Care Centre	31,872
<b>Tibooburra Multi Purpose Centre Inc</b>		<b>Yarrunga Early Learning Centre Inc</b>	
Tibooburra Multi Purpose Centre – Long Day Care	13,537	Yarrunga Children's Centre	41,438
<b>Toronto Community Child Care Centre Inc</b>		<b>Yawarra Community &amp; Child Care Centre Ltd</b>	
Toronto Community Child Care Centre	36,633	Yawarra Community Child Care Centre	23,345
<b>Tottenham Preschool Kindergarten Assoc Inc</b>		<b>Young Child Care Centre</b>	
Tottenham Early Childhood Centre	3,988	Gumnut Grove Child Care Centre	37,596
<b>Towri Aboriginal Corporation</b>		<b>Occasional Care Subsidies</b>	
Towri Multi-Functional Aboriginal Children's Services Centre	28,129	<b>Annette's Place Inc</b>	
<b>Toxteth Kindergarten Inc</b>		Annette's Place Occasional Child Care – MPC	29,966
Toxteth Kindergarten	16,480	<b>Ashfield Baptist Childcare Inc</b>	
<b>Trundle Children's Centre Inc</b>		Ashfield Baptist Childcare Centre	14,691
Trundle Children's Service	22,334	<b>Auburn Council</b>	
<b>Trustees Roman Catholic Church Diocese of Lismore</b>		Auburn Occasional Care	15,719
St Agnes Preschool & Long Day Care Centre	39,220	<b>Australian Red Cross Society</b>	
<b>Tullamore Preschool &amp; Child Care Centre Inc</b>		Glen Mervyn Child Care Centre	15,793
Tullamore Child Care Centre	1,866	<b>Ballina River Street Children's Centre Inc</b>	
<b>Tumbarumba Preschool Kindergarten Inc</b>		River Street Children's Centre Occasional Care	33,236
Caroola Children's Centre	30,903	<b>Bathurst Regional Council</b>	
<b>Tumbarumba Shire Council</b>		Bathurst Neighbourhood Model Occasional Care – "Scallywags"	11,721
Puggles Children's Service Van	27,609	<b>Bega Valley Shire Council</b>	
<b>Ulladulla Children's Centre Inc</b>		Bandara Children's Services – OCC RMPC	14,604
Ulladulla Children's Centre	34,316	<b>Blinky Bill Portland Child Care Centre Inc</b>	
<b>University of NSW Students Guild (House at Pooh Corner)</b>		Blinky Bill Occasional Child Care – MPC	11,027
House at Pooh Corner	53,555	<b>Bondi Beach Cottage Inc</b>	
<b>UTS Child Care Inc</b>		Bondi Beach – The Cottage Child Care Centre	63,183
Magic Pudding Child Care Centre	45,804	<b>Botany Family &amp; Children's Centre Inc</b>	
<b>Warners Bay Early Learning and Care Centre Inc</b>		Botany Family & Children's Neighbourhood Occasional Care	17,603
Warners Bay Early Learning & Care Centre	45,570	Botany Occasional Care Centre	14,119
<b>Warringah Council</b>		<b>Braidwood Preschool Association Inc</b>	
Belrose Community & Children's Centre	34,376	Braidwood Preschool Occasional Care	6,016
Brookvale Children's Centre	36,652	<b>Cabramatta Community Centre Inc</b>	
Dee Why Child Care Centre	58,055	Cabramatta Community Centre Occasional Child Care	74,176
Narrabeen Long Day Care	44,128	<b>Cammeray Occasional Child Care Centre Inc</b>	
<b>Waverley Council</b>		Cammeray Occasional Child Care Centre	12,206
Bronte Child Care Centre	48,289	<b>Campbelltown City Council</b>	
Gardiner Child Care Centre	22,905	Namut Occasional Child Care Centre	30,876
Waverley Child Care Centre	37,241	<b>Canowindra Preschool Kindergarten Inc</b>	
<b>West Ryde Neighbourhood Children's Centre</b>		Canowindra Occasional Care	6,994
West Ryde Neighbourhood Children's Centre	29,358	<b>Canterbury City Council</b>	
<b>Westmeadow Child Care Centre</b>		Carrington Occasional Child Care Centre	78,089
Westmeadow Child Care Centre	37,483	<b>Caterpillar House Occasional Child Care Association Inc</b>	
<b>Wilberforce Early Learning Centre Inc</b>		Caterpillar House Occasional Child Care Centre	72,819
Wilberforce Early Learning Centre	33,726	<b>Centacare</b>	
<b>Willoughby City Council</b>		Centacare Catholic Family Services Occasional Care	38,858
Artarmon Child Care Centre	23,145	<b>Central Albury Occasional Child Care Assoc Inc</b>	
Devonshire Children's Centre	33,452	Central Albury Occasional Child Care Centre	53,455
<b>Wiradjuri Aboriginal Corporation Community &amp; Child Care Centre</b>			
Wiradjuri Child Care Centre	25,710		

## Children's Services Program (cont.)

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<b>Chatswood Occasional Child Care Centre Inc</b> Chatswood Occasional Child Care Centre	54,046	<b>Kempsey Children's Services Cooperative Ltd</b> Kempsey Multi-Purpose Occasional Care Centre	30,343
<b>Children First Inc</b> Balmoral Street Occasional Care Plumpton Occasional Care Centre – SA	30,782 30,876	<b>Kids of the Castle Occasional Care Centre Inc</b> Castle Hill Casual Care Centre – Occasional Care	45,159
<b>Church of England Children's Homes</b> Weldon Centre Neighbourhood Occasional Care	35,547	<b>Koninderie Community Based Preschool Inc</b> Koninderie Neighbourhood Occasional Care	11,788
<b>City of Sydney Council</b> Redfern Occasional Care Indigenous Support Project Redfern Occasional Child Care	38,064 80,630	<b>Koorringal Casual Child Care Centre Inc</b> Koorringal Occasional Child Care	39,062
<b>Communicare Sydney</b> Rockdale Occasional Child Care Centre	29,677	<b>KU Children's Services</b> KU Glenhaven Preschool & Occasional Care Centre KU Macarthur Occasional Child Care Centre KU Moss Vale Children's Centre & Occasional Care Centre KU Play Station Occasional Care Centre	66,390 32,362 41,508 92,780
<b>Concord Occasional Child Care Inc</b> Concord Cubby House	41,672	<b>Ku-ring-gai Council</b> Thomas Carlyle Children's Centre	11,721
<b>Cowra Early Childhood Services Cooperative Ltd</b> Cowra Occasional Care	7,236	<b>Lane Cove Occasional Child Care Inc</b> Lane Cove Occasional Child Care Centre	45,265
<b>Culcairn Early Childhood Centre Inc</b> Culcairn Occasional Care	11,318	<b>Leichhardt Municipal Council</b> Annandale Occasional Child Care Centre Rozelle Occasional Care	9,706 16,629
<b>Dawn Song Children's Centre Inc</b> Dawn Song Occasional Child Care	11,563	<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b> Gumnut House Occasional Child Care – MPC	12,805
<b>Deniliquin Children's Centre Inc</b> Deniliquin Child Care Centre	24,609	<b>Malabar Occasional Child Care Centre Inc</b> Malabar Occasional Child Care Centre	32,135
<b>Drummoyne Occasional Child Care Inc</b> Drummoyne Occasional Child Care Centre	39,806	<b>Manly Council</b> Harbour View Children's Centre	37,196
<b>Eastwood Occasional Child Care Centre Inc</b> Eastwood Occasional Child Care Centre	36,393	<b>Miller Baptist Church</b> Huz 'N' Buz Occasional Care – SA	30,876
<b>Fairfield Community Resource Centre</b> Fairfield Occasional Care The Parks Occasional Care	34,802 7,973	<b>Mosman Municipal Council</b> Mosman Occasional Child Care Centre	36,393
<b>Georges River Community Service Inc</b> Georges River Neighbourhood Occasional Care Centre Georges River Occasional Child Care Centre	15,832 28,534	<b>Mount Druitt Occasional Child Care Inc</b> Mount Druitt Occasional Child Care Centre	53,287
<b>Gladesville Occasional Child Care Centre Inc</b> Gladesville Occasional Child Care Centre	34,677	<b>Mountains Outreach Community Service Inc</b> Blue Mountains Occasional Child Care Service	72,406
<b>Gosford Cubbyhouse Occasional &amp; Long Day Care Centre Inc</b> Gosford Cubbyhouse Occasional & Long Day Care Centre	29,303	<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Occasional Child Care Centre	43,547
<b>Griffith Regional Family Services Inc</b> The Cubby House Occasional Child Care Centre – Griffith	20,945	<b>Neighbourhood Family Relief Occasional Child Care Shalvey</b> Neighbourhood Family Relief Occasional Child Care Neighbourhood Family Relief Occasional Child Care – AAS	28,155 14,281
<b>Hawkesbury City Council</b> Richmond Occasional Child Care Centre	27,902	<b>New School of Arts Neighbourhood House Inc</b> South Grafton Child Care Centre – Occasional	20,402
<b>Hawkesbury Community Outreach Services Inc</b> Colo Wilderness Mobile Occasional Child	32,999	<b>North Rocks/Carlingford Casual Child Care Centre</b> North Rocks/Carlingford Casual Child Care Centre	41,089
<b>Hawkesbury River Child Care Inc</b> Hawkesbury River Neighbourhood Occasional Care Hawkesbury River Occasional Child Care	15,172 34,057	<b>North Sydney Occasional Child Care Centre Trading as Crows Nest Occasional Child Care Centre</b> North Sydney Occasional Child Care Centre	26,336
<b>Hay Mobile Children's Service Inc</b> Hay Mobile Farm Based Occasional Care	95,935	<b>Orange City Council</b> Orange Neighbourhood Model Occasional Care Orange Occasional Care Cottage	15,719 64,145
<b>Holroyd City Council</b> The Sometime Centre Neighbourhood Occasional Care	30,917	<b>Pambula Preschool Kindergarten Association Inc</b> Pebbles Occasional Care	15,209
<b>Holsworthy Occasional Childcare Centre Inc</b> Holsworthy Occasional Childcare Centre	38,679	<b>Parkes Early Childhood Centre Inc</b> Parkes Occasional Child Care Centre – MPC	24,118
<b>Hurstville City Council</b> Hurstville Preschool and Occasional Care Centre	38,700	<b>Parramatta City Council</b> Westfield Occasional Child Care Centre	30,423
<b>Illawarra Area Child Care Ltd</b> Short Street Occasional Care Centre Walleroo Neighbourhood Occasional Care	30,876 11,788	<b>Peninsula Community Centre Inc</b> Peninsula Occasional Child Care Centre	45,587
<b>Illawarra Children's Services Ltd</b> Barrack Heights Neighbourhood Occasional Care Kiama Downs Neighbourhood Occasional Care Narellan Early Learning Centre	14,033 15,832 48,897	<b>Penrith Community Aid Service Association Inc</b> Occasional Child Care Centre	45,493
<b>Jumbunna Children's Centre Ltd</b> Jumbunna Neighbourhood Occasional Care	16,217	<b>Pippies Early Childhood Centre Inc</b> Pippies Multi Purpose Centre – Occasional Care	14,949
		<b>Pittwater Council</b> Warriewood Children's Centre Occasional Care	30,652

## Children's Services Program (cont.)

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<b>Possums' Den Coffs Harbour Inc</b>	
Possums' Den Occasional Care	13,518
<b>Raymond Terrace Occasional Care Centre Inc</b>	
Raymond Terrace Occasional Care Centre	65,894
<b>Revesby Now 'N' Then Occasional Child Care Centre Inc</b>	
Revesby Now 'N' Then Occasional Child Care Centre – SA	30,876
<b>Riverwood Community Centre Inc</b>	
Riverwood Christmas Occasional Care	8,493
<b>Ryde Primary School Parents &amp; Citizens Association</b>	
Ryde Primary School Occasional Child Care Centre	30,917
<b>Samaritans Youth Services</b>	
The Samaritans Community Child Care Centre Neighbourhood Occasional Care	31,078
<b>SDN Children's Services Inc</b>	
Crookwell Preschool Occasional Care	7,945
<b>Shaw Street Children's Centre Inc</b>	
Shaw Street Children's Centre	67,381
<b>Snugglepot Day Care Centre Inc</b>	
Snugglepot Occasional Care Centre	17,723
<b>St Clair Community Child Care Inc</b>	
St Clair Community Child Care	46,267
<b>St Ives Occasional Care</b>	
St Ives Occasional Care	41,889
<b>St Michaels Family Centre Ltd</b>	
St Michaels Occasional Care	19,901
St Michael's Family Centre Neighbourhood Occasional Care	38,194
<b>St Philips Occasional Care Centre Inc</b>	
St Philips Occasional Care	3,713
<b>St Vincent de Paul Society</b>	
Mingaletta Occasional Childcare Centre	22,768
<b>Surry Hills Neighbourhood Centre Coop Ltd</b>	
Surry Hills Occasional Child Care Centre	37,224
<b>Sutherland Shire Family Services Inc</b>	
Djanaba Neighbourhood Occasional Care Service	38,102
<b>The Bays Occasional Child Care Centre Inc</b>	
The Bays Occasional Child Care Centre	43,609
<b>The Centre (BHCCA Inc)</b>	
Bankstown Occasional Care	33,835
<b>The Cubbyhouse Preschool &amp; Occasional Care Centre Inc</b>	
The Cubbyhouse Occasional Care Centre	15,545
<b>The Grace Child Care Centre Inc</b>	
The Grace Child Care Centre – Occasional Care	25,275
<b>The Junction Works Inc</b>	
Tallowood Occasional Care	24,116
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Noah's Ark Casual Care	24,263
<b>Thredbo Early Childhood Centre Inc</b>	
Thredbo Preschool Occasional Care	15,471
<b>Trustees Roman Catholic Church Diocese of Lismore</b>	
St Joseph's Occasional Child Care – Laurieton	15,489
<b>Valla Community Preschool Inc</b>	
Valla Community Occasional Care	11,788
<b>Warragamba – Silverdale Neighbourhood Centre Inc</b>	
Teddy Bear Cottage Occasional Care Centre	32,940
<b>Warringah Council</b>	
Warringah Mobile Occasional Care	45,954
<b>Werrington Community Project Inc</b>	
Werrington Occasional Child Care Integrated Centre	66,914
<b>Winston Mall Children's Centre</b>	
Winston Mall Children's Centre	46,037

## Wollondilly Shire Council

Wollondilly Neighbourhood Occasional Care Centre	11,788
Wollondilly Neighbourhood Occasional Care Centre – Special	14,598

## Wombat Occasional Care Centre Inc

Wombat Occasional Care Centre	87,104
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## Yass Early Childhood Centre Association

Yass Occasional Child Care Centre	10,352
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## Preschool Brokerages – Special Needs

### Children First Inc

SCAN – Western Sydney The Hills Blue Mountains & Hawkesbury	1,722,023
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### Illawarra Children's Services Ltd

SCAN – Scheme For Children With Additional Needs	806,637
SCAN – South West Sydney	1,414,607

### Inverell Disability Services Inc

SCAN – Supporting Children With Additional Needs	495,821
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### Jumbunna Community Preschool & Early Intervention Centre Inc

SCAN – Jumbunna	758,469
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### KU Children's Services

Northern Sydney SCAN	1,023,492
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### Orange Community Resource Organisation Inc

Early Childhood Access Support Service	477,565
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### Samaritans Youth Services

SCAN – Central Coast	307,506
SCAN – Hunter Children With Additional Needs	946,808

### SDN Children's Services Inc

SCAN – Inner West	925,944
SCAN – Scheme for Children With Additional Needs SDN	1,340,766

## Preschool Subsidies

### Aberdare Preschool Inc

Aberdare Preschool	137,171
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### Aberdeen Preschool

Aberdeen Preschool	95,017
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### Adelong Preschool Inc

Adelong Preschool	24,015
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### Albury Preschool Inc

Albury Preschool	139,566
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### Alcheringa Preschool Association Inc

Alcheringa Preschool	76,356
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### All Saints Preschool Albion Park Inc

All Saints Preschool	108,987
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### Alstonville Baptist Church

Alstonville Baptist Community Preschool	92,901
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### Anglican Diocese of Canberra & Goulburn

St Lukes Preschool – Wagga Wagga	103,776
St Mary's Rainbow Preschool	89,586

### ANGLICARE – Canberra & Goulburn Youth & Family Services

Marulan Preschool	55,455
Orana Preschool Centre	80,219

### Annette's Place Inc

Annette's Place Preschool – MPC	54,903
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### Anzac Village Preschool Association Inc

Anzac Village Preschool	104,369
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### Arden Anglican Preschool Kindergarten

Arden Anglican Preschool Kindergarten	52,142
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### Ardlethan Preschool Association Inc

Ardlethan Preschool	34,157
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### Ariah Park Preschool Association Inc

Ariah Park Preschool	63,612
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### Armidale Community Preschool Inc

Armidale Community Preschool	87,092
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## Children's Services Program (cont.)

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<b>Armidale Montessori Preschool Inc</b> Armidale Montessori Preschool	106,803	<b>Binnaway Preschool</b> Binnaway Preschool	68,877
<b>Arncliffe Preschool Inc</b> Arncliffe Preschool	98,424	<b>Binnowiee Kindergarten Cooperative Society Ltd</b> Binnowiee Kindergarten	89,504
<b>Arndu St Paul's Preschool</b> Arndu St Paul's Preschool	104,312	<b>Biralee Preschool Finley Inc</b> Biralee Preschool – Finley	110,995
<b>Ashford Preschool Kindergarten Inc</b> Ashford Preschool Kindergarten	31,771	<b>Birchgrove Community Association Ltd</b> Emmerick Street Community Preschool	56,442
<b>Austral Community Preschool Inc</b> Austral Community Preschool	76,875	<b>Birubi Point Community Preschool Inc</b> Birubi Point Community Preschool	58,745
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b> Awabakal Preschool	121,353	<b>Blackheath Kookaburra Kindergarten Inc</b> Blackheath Kookaburra Kindergarten	90,680
<b>Ballina Fox Street Preschool Inc</b> Ballina Fox Street Preschool	145,327	<b>Blacktown Anglican Child Care Centre Inc</b> Blacktown Anglican Child Care Centre Preschool	28,497
<b>Ballina River Street Children's Centre Inc</b> RSCC Preschool	124,707	<b>Blacktown Bunyip Inc</b> Blacktown Bunyip Mobile Preschool	78,374
<b>Balranald Early Learning Centre Incorporated</b> Balranald Early Learning Centre	12,658	<b>Blacktown City Council</b> Glendenning Preschool Goddard Crescent Preschool Quakers Hill Preschool Kindergarten	101,161 128,524 116,639
<b>Bambi Kindergarten Association Inc</b> Bambi Kindergarten	133,753	<b>Bland Shire Council</b> Bland Preschool	133,033
<b>Bankstown Montessori Association Inc</b> Bankstown Montessori Preschool	38,730	<b>Blaxland Preschool Kindergarten</b> Blaxland Preschool Kindergarten	94,415
<b>Baptist Community Services – NSW &amp; ACT</b> Auburn Baptist Church Preschool	130,632	<b>Blayney Preschool</b> Blayney Preschool	73,021
<b>Baradine Preschool Inc</b> Baradine Preschool	31,409	<b>Blinky Bill Portland Child Care Centre Inc</b> Blinky Bill Preschool – MPC	88,795
<b>Barham Preschool Association Inc</b> Barham Preschool	77,416	<b>Blue Mountains Montessori Preschool Inc</b> Blue Gum Children's House	52,979
<b>Barraba Preschool Inc</b> Barraba Preschool	114,282	<b>Bomaderry Preschool Inc</b> Bomaderry Preschool Kindergarten	156,784
<b>Baulkham Hills Preschool</b> Baulkham Hills Preschool	107,625	<b>Bombala Preschool Incorporated</b> Bombala Preschool Kindergarten	64,394
<b>Beacon Hill Community Kindergarten Assoc Ltd</b> Beacon Hill Preschool	99,840	<b>Bonalbo &amp; District Preschool Inc</b> Bonalbo & District Preschool	93,526
<b>Bega Pre School Association Inc.</b> Bega Preschool	98,142	<b>Boolaroo/Speers Point Community Kindergarten Inc</b> Boolaroo/Speers Point Community Kindergarten	121,112
<b>Bega Valley Shire Council</b> Bandara Children's Services – P/S RMPC	132,700	<b>Boori Preschool Aboriginal Corporation</b> Murrarang Preschool	109,042
<b>Bellbird Preschool Inc</b> Bellbird Community Preschool	73,528	<b>Boorowa Preschool Centre Inc</b> Boorowa Preschool Centre	67,839
<b>Bellingen Preschool Inc</b> Bellingen Preschool	111,400	<b>Bowraville Community Preschool Inc</b> Bowraville Community Preschool	96,217
<b>Belmont North Preschool Inc</b> Belmont North Preschool	104,717	<b>Bradbury Preschool Kindergarten Association Inc</b> Bradbury Preschool	115,634
<b>Bendemeer Preschool Inc</b> Bendemeer Preschool	34,364	<b>Braidwood Preschool Association Inc</b> Braidwood Preschool	63,564
<b>Bentley Community Preschool Inc</b> Bentley Community Preschool	58,906	<b>Branxton Preschool Inc</b> Branxton Preschool	97,482
<b>Berala Jack &amp; Jill Preschool Kindergarten Inc</b> Berala Jack & Jill Preschool Kindergarten	135,206	<b>Brayside Community Preschool Inc</b> Brayside Community Preschool	173,831
<b>Berkeley Vale Preschool Kindergarten Inc</b> Berkeley Vale Preschool	148,647	<b>Budgewoi/Halekulani Preschool Kindergarten Inc</b> Budgewoi/Halekulani Preschool Kindergarten	136,333
<b>Bermagui Preschool Cooperative Society Ltd</b> Bermagui Preschool	74,155	<b>Bulahdelah Preschool Inc</b> Bulahdelah Preschool	72,815
<b>Berry Preschool Kindergarten Inc</b> Berry Preschool Kindergarten	66,821	<b>Bundanoon District Preschool Kindergarten</b> Bundanoon District Preschool Kindergarten	65,488
<b>Bexley Jack &amp; Jill Preschool Inc</b> Bexley Jack & Jill Preschool	94,269	<b>Bundarra Preschool Kindergarten Association Inc</b> Bundarra Preschool	51,849
<b>Bilambil Community Preschool Inc</b> Bilambil Community Preschool	44,081	<b>Bundeena/Maianbar Preschool &amp; Children's Service Inc</b> Bundeena/Maianbar Preschool	47,562

## Children's Services Program (cont.)

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<b>Bundgeam Preschool Inc</b>			<b>City of Sydney Council</b>	
Bundgeam Community Preschool	33,396		Broughton Street Kindergarten	61,846
<b>Bungendore Preschool Association Inc</b>			Hilder Booter Extended Hours Kindergarten	111,972
Bungendore Preschool	73,639		<b>Club Marconi of Bossley Park Social, Recreation &amp; Sporting Centre Ltd</b>	
<b>Bunyip Preschool Harden Inc</b>			Marconi Preschool	75,857
Bunyip Preschool – Harden	133,593		<b>Clunes Community Preschool Association Inc</b>	
<b>Burren Junction Preschool Association Inc</b>			Clunes Community Preschool	60,938
Burren Junction Preschool	36,659		<b>Cobar Preschool Centre Association Inc</b>	
<b>Burrumbuttock Preschool Centre Inc</b>			Cobar Preschool	93,619
Burrumbuttock Preschool Centre	38,412		<b>Cobargo Preschool Inc</b>	
<b>Byron Bay Preschool Inc</b>			Cobargo Preschool	28,052
Cavanbah Centre	136,671		<b>Coffs Harbour Preschool Association Inc</b>	
Jonson Street Centre	72,397		Coffs Harbour Preschool	166,667
<b>Cabarita-Mortlake Preschool Kindergarten Inc</b>			<b>Coldstream Community Preschool Inc</b>	
Cabarita/Mortlake Preschool	111,086		Coldstream Community Preschool	77,591
<b>Calrossy School Commission</b>			<b>Coleambally Preschool Kindergarten Inc</b>	
Calrossy Preschool	57,223		Coleambally Preschool Kindergarten	66,086
<b>Camden Preschool Kindergarten Cooperative Ltd</b>			<b>Collarenebri Preschool Inc</b>	
Camden Preschool Kindergarten	111,560		Collarenebri Preschool	73,938
<b>Cameragal Montessori School</b>			<b>Collaroy Plateau Community Kindergarten</b>	
Cameragal Montessori School	52,144		Collaroy Plateau Community Kindergarten	90,014
<b>Campbelltown Community Preschool Inc</b>			<b>Comboyne Community Preschool Kindergarten Inc</b>	
Campbelltown Community Preschool	110,252		Comboyne Preschool	45,445
<b>Canowindra Preschool Kindergarten Inc</b>			<b>Communicare Sydney</b>	
Canowindra Preschool Kindergarten	92,860		Kinder Kapers Preschool	104,342
<b>Canterbury Community Child Care Centre Inc</b>			Strathfield Sessional Preschool	121,468
Canterbury Community Child Care Centre	90,926		<b>Community Programs Inc</b>	
<b>Cardiff Community Preschool Inc</b>			Jacaranda Preschool	108,151
Cardiff Community Preschool	105,319		<b>Como Preschool Kindergarten Assoc Inc</b>	
<b>Carinya Neighbourhood Children's Centre Inc</b>			Como Preschool	141,223
Carinya Neighbourhood Children's Centre Preschool	16,549		<b>Concord Kindergarten Association Inc</b>	
<b>Carlingford West Kindergarten Inc</b>			Concord Kindergarten	96,391
Carlingford West Kindergarten	57,032		<b>Concord West-Rhodes Preschool Inc</b>	
<b>Casino Baptist Church Christian Community Preschool</b>			Concord West-Rhodes Preschool	102,987
Casino Christian Community Preschool	76,476		<b>Condobolin Preschool Kindergarten Inc</b>	
<b>Castle Hill Preschool Kindergarten Inc</b>			Condobolin Preschool Kindergarten	121,468
Castle Hill Preschool Kindergarten	95,529		<b>Coogee Synagogue Batory Kindergarten Inc</b>	
<b>Catherine Field Preschool Kindergarten Inc</b>			Coogee Synagogue Batory Kindergarten	57,859
Catherine Field Preschool	73,465		<b>Cooks Hill Community Preschool Inc</b>	
<b>Catherine Preschool East Maitland Inc</b>			Cooks Hill Community Preschool	59,730
Catherine Preschool	89,835		<b>Coolah Preschool Kindergarten Inc</b>	
<b>Cawongla Playhouse Inc</b>			Coolah Preschool Kindergarten	87,436
Cawongla Playhouse	96,292		<b>Coolamon Preschool Association Inc</b>	
<b>Central Shoalhaven Mobile Preschool</b>			Coolamon Preschool	74,155
Central Shoalhaven Mobile Preschool	194,177		<b>Cooma Lambie Street Preschool Association Inc</b>	
<b>Charles Sturt University</b>			Cooma Lambie Street Preschool	88,507
Campus Preschool	141,152		<b>Cooma North Preschool Association Inc</b>	
<b>Cherrybrook Community Preschool Inc</b>			Cooma North Preschool	74,559
Cherrybrook Community Pre School	52,537		<b>Coonabarabran Preschool Centre Inc</b>	
<b>Children First Inc</b>			Coonabarabran Preschool Centre	100,944
Alpha Street Preschool	60,691		<b>Coonamble Preschool Association Inc</b>	
Balmoral Street Preschool	205,287		Coonamble Preschool	77,344
Plumpton Long Day Care Centre Preschool	21,480		<b>Cooranbong Valley Community Preschool Inc</b>	
<b>Chillingham and Tyalgum Community Preschool Inc</b>			Cooranbong Valley Community Preschool	80,737
Chillingham & Tyalgum Community Preschool	73,834		<b>Cootamundra Centenary Preschool Association Inc</b>	
<b>Christ Church Gladesville Preschool Kindergarten Inc</b>			Cootamundra Centenary Preschool	111,769
Christ Church Gladesville Preschool Kindergarten	158,056		<b>Copmanhurst Preschool</b>	
<b>Christ Church St Ives Preschool Inc</b>			Copmanhurst Preschool	32,932
Christ Church St Ives Preschool	82,781		<b>Corowa Preschool Association Inc</b>	
<b>Church of the Foursquare Gospel (Aust) Ltd</b>			Corowa Preschool Centre	108,329
Calvary Chapel Preschool Centre	133,897		<b>Country Women's Association Coraki Branch</b>	
			Coraki CWA Preschool	85,276

## Children's Services Program (cont.)

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<b>Country Women's Association of NSW – Nundle</b> Nundle CWA Preschool	43,465	<b>Dunoon Preschool Inc</b> Dunoon Community Preschool	80,547
<b>Coutts Crossing Preschool Inc</b> Coutts Crossing Preschool	52,164	<b>Durrumbul Community Preschool Association Inc</b> Durrumbul Community Preschool	106,244
<b>Cowra Early Childhood Services Cooperative Ltd</b> Cowra Children's Mobile Resource	84,245	<b>East Lindfield Community Preschool</b> East Lindfield Community Preschool	89,218
<b>Cranbrook School</b> St Mark's Preschool St Michael's Preschool – Vaucluse	89,217 78,126	<b>East Lismore Community Preschool Inc</b> East Lismore Community Preschool	148,240
<b>Crescent Head Community Preschool</b> Crescent Head Community Preschool	71,790	<b>East Maitland Preschool Kindergarten Assoc Inc</b> East Maitland Preschool – Brunswick Street East Maitland Preschool – George Street	131,082 110,968
<b>Cringila Community Cooperative</b> Southern Suburbs Mobile Preschool	90,156	<b>East Willoughby Preschool Inc</b> East Willoughby Preschool	54,309
<b>Cronulla Preschool Kindergarten Association Inc</b> Cronulla Preschool Kindergarten	137,588	<b>Eastern Suburbs Montessori Association Ltd</b> Montessori East – Bondi	47,083
<b>Crookwell Neighbourhood Centre Inc</b> Crookwell Mobile Children's Services	30,295	<b>Eden Creek/Fairymount Preschool Inc</b> Eden Creek/Fairymount Preschool	89,704
<b>Cudal Community Preschool Inc</b> Cudal Community Preschool	50,875	<b>Eden Preschool Kindergarten Association Inc</b> Eden Preschool Kindergarten Sapphire Mobile Children's Services	135,518 69,924
<b>Culcairn Early Childhood Centre Inc</b> Culcairn Preschool	75,710	<b>Edgeworth Community Preschool</b> Edgeworth Community Preschool	57,227
<b>Cumnock Village Preschool Inc</b> Cumnock Village Preschool	40,875	<b>Elanora Heights Community Centre Preschool</b> Elanora Heights Community Centre Preschool	91,780
<b>Currambena Preschool</b> Currambena Preschool	52,639	<b>Elizabeth Macarthur Montessori Preschool Association Inc</b> Elizabeth Macarthur Montessori Preschool	22,581
<b>Dalaigur Preschool &amp; Children's Services Association Inc</b> Dalaigur Preschool	202,951	<b>Elonera Ltd</b> Elonera Montessori Preschool	33,723
<b>Dandaloo Gayngil Aboriginal Corporation Inc</b> Dandaloo Gayngil Preschool & Occasional Care Centre – Toomelah	110,666	<b>Emanuel School</b> The Kornmehl Centre	72,788
<b>Dareton Preschool Inc</b> Dareton Preschool	50,731	<b>Engadine Church of Christ Preschool</b> Engadine Church of Christ Preschool	78,377
<b>Delegate &amp; District Preschool</b> Delegate & District Preschool	51,969	<b>Engadine Preschool Kindergarten Inc</b> Engadine Preschool Kindergarten	143,823
<b>Deniliquin Children's Centre Inc</b> Deniliquin Mobile Deniliquin Preschool Kindergarten	81,991 170,077	<b>Eugowra Preschool Inc</b> Eugowra Preschool	57,125
<b>Denman Children's Centre Association Inc</b> Denman Children's Centre	116,175	<b>Eungai Preschool Inc</b> Eungai Preschool	52,335
<b>Department of Education &amp; Training</b> Box Ridge Early Childhood Transition Program Cabbage Tree Island Early Childhood Transition Program Queanbeyan South Public School Transition Program Wilcannia Early Childhood Centre	42,794 39,787 28,633 89,440	<b>Euston Preschool Association Inc</b> Euston Preschool	51,045
<b>Doonside Kindergarten Inc</b> Doonside Kindergarten	145,922	<b>Evans Head Preschool Inc</b> Evans Head Preschool	98,576
<b>Dorrigo Preschool Association Inc</b> Dorrigo Preschool	111,728	<b>Fairfield City Council</b> Bonnyrigg Heights Early Learning Centre Preschool Fairfield Early Learning Centre Preschool Marlborough Street Early Learning Centre Preschool Mobile 1 Early Learning Centre Preschool Mobile 2 Early Learning Centre Preschool Mobile 3 Early Learning Centre Preschool Tasman Parade Early Learning Centre Preschool Villawood Early Learning Centre Preschool	31,597 115,422 130,033 78,138 80,486 144,991 67,179 148,620
<b>Drummond Park Preschool Association Inc</b> Drummond Park Preschool	53,335	<b>Federal Community Childrens Centre Inc</b> Federal Preschool	140,153
<b>Drummoyne Baptist Preschool Centre</b> Drummoyne Baptist Preschool Centre	65,967	<b>Federation of NSW Police-Citizens Youth Clubs</b> PCYC Bright Sparks Preschool	53,812
<b>Drummoyne Preschool Kindergarten Inc</b> Drummoyne Preschool Kindergarten	100,904	<b>Felton Street Early Learning Preschool Inc</b> Felton Street Early Learning Preschool	136,606
<b>Dubbo &amp; District Preschool Kindergarten Inc</b> Dubbo & District Preschool Kindergarten	256,513	<b>Forbes Preschool Kindergarten Coop Ltd</b> Forbes Preschool Kindergarten	136,472
<b>Dubbo West Preschool Inc</b> Dubbo West Preschool	456,037	<b>Forest Hill Community Preschool Inc</b> Forest Hill Preschool	68,734
<b>Dunedoo Preschool Kindergarten</b> Dunedoo Preschool Kindergarten	100,051	<b>Frederick Street Kindergarten Coop Ltd</b> Frederick Street Kindergarten	138,717
<b>Dungog Community Preschool Kindergarten Inc</b> Dungog Community Preschool Kindergarten	93,990	<b>Gainmara Birrilee Preschool Association Inc</b> Gainmara Birrilee Preschool	76,325

## Children's Services Program (cont.)

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<b>Ganmain Pied Piper Preschool Inc</b> Pied Piper Preschool	28,612	<b>Gulgong Preschool Inc</b> Gulgong Preschool	98,234
<b>Gilgandra Preschool Inc</b> Gilgandra Preschool	89,152	<b>Gulpa Preschool Inc</b> Gulpa Preschool	70,345
<b>Girrawong Preschool Inc</b> Girrawong Preschool	232,287	<b>Gummaney Aboriginal Corporation</b> Gummaney Aboriginal Preschool	95,371
<b>Girrinbai Community Preschool Inc</b> Girrinbai Community Preschool	136,534	<b>Gumnut Bowral Memorial Kindergarten Inc</b> Gumnut Bowral Memorial Kindergarten	115,975
<b>Glen Innes Preschool Association Inc</b> Glen Innes Preschool Glen Innes Preschool – Outreach Program	147,191 36,448	<b>Gumnut Community Preschool</b> Gumnut Community Preschool	71,319
<b>Glenbrook Preschool Kindergarten Inc</b> Glenbrook Preschool Kindergarten	95,605	<b>Gundagai Preschool Kindergarten Inc</b> Gundagai Preschool Kindergarten	104,826
<b>Glenmark Preschool Kindergarten Inc</b> Glenmark Preschool Kindergarten	56,140	<b>Gunnedah Baptist Child Care Association Ltd</b> Gunnedah Baptist Community Preschool	173,585
<b>Glenorie Preschool Kindergarten</b> Glenorie Preschool	53,751	<b>Gunnedah Preschool Kindergarten Association Inc</b> Gunnedah Preschool	135,132
<b>Glenreagh Preschool Inc</b> Glenreagh Preschool	88,960	<b>Gunning &amp; District Preschool</b> Gunning & District Preschool	40,938
<b>Gloucester Preschool Inc</b> Gloucester Preschool	103,975	<b>Gwydir Mobile Children's Services Inc</b> Gwydir Mobile Children's Services	135,628
<b>Goodooga Preschool</b> Goodooga Preschool	68,198	<b>Gwydir Shire Council</b> Bingara Preschool	59,708
<b>Goonellabah Preschool Inc</b> Goonellabah Preschool	137,034	<b>Gyndarna Preschool</b> Gyndarna Preschool	70,619
<b>Gordon Preschool Centre</b> Gordon Preschool Centre	150,419	<b>Hamilton Community Preschool Inc</b> Hamilton Community Preschool	95,530
<b>Gorokan Preschool Inc</b> Gorokan Preschool	196,233	<b>Happy Day Preschool Kindergarten Inc</b> Happy Day Kindergarten – Broken Hill	225,243
<b>Gosford Preschool</b> Gosford Preschool	117,498	<b>Happy Days Kindergarten</b> Happy Days Kindergarten – Wentworthville	82,269
<b>Goulburn Preschool Association Inc</b> Goulburn Preschool	142,422	<b>Harbord Kindergarten Inc</b> Harbord Kindergarten 1 Harbord Kindergarten 2	98,143 58,076
<b>Goulding Hill Preschool Inc</b> Goulding Hill Preschool	102,576	<b>Hawkesbury City Council</b> Forgotten Valley Mobile Resource Unit	97,521
<b>Granville Multicultural Community Centre Inc</b> Preparation Program for Children from CALD	86,283	<b>Hawkesbury Community Outreach Services Inc</b> Colo Wilderness Mobile Preschool	97,565
<b>Grays Point Preschool Kindergarten Association</b> Grays Point Preschool	55,319	<b>Hay Preschool Kindergarten Inc</b> Hay Preschool Kindergarten	123,962
<b>Great Lakes Children's Centre Inc</b> Great Lakes Children's Centre	210,670	<b>Heathdene Community Services Inc</b> Heathdene Preschool Kindergarten	138,918
<b>Greater Hume Shire Council</b> Walla Walla Children's Services	17,212	<b>Henry Street Community Preschool Association Inc</b> Henry Street Community Preschool	69,388
<b>Greenacre Church of Christ</b> Greenacre Church of Christ Preschool	83,599	<b>Henty Early Childhood Association Inc</b> Henty Early Childhood Centre	41,658
<b>Grenfell Preschool &amp; Long Day Care Centre Inc</b> Grenfell Preschool	49,861	<b>Hibiscus Children's Centre</b> Hibiscus Children's Centre	80,008
<b>Greta Community Preschool Inc</b> Greta Community Preschool	90,991	<b>Hills Montessori Society</b> Hills Montessori School	60,818
<b>Griffith Child Care Centre</b> Griffith Central Preschool	5,627	<b>Holsworthy Preschool Parent's Association Inc</b> Holsworthy Preschool	111,962
<b>Griffith East Preschool Inc</b> Griffith East Preschool Kindergarten	154,387	<b>Holy Family Parish – Mount Druitt</b> Holy Family Preschool	120,303
<b>Griffith Preschool Kindergarten Inc</b> Griffith Preschool Kindergarten	137,970	<b>Howlong Preschool Association Inc</b> Howlong Preschool Centre	67,905
<b>Griffith Wiradjuri Aboriginal Preschool Inc</b> Griffith Wiradjuri Aboriginal Preschool	77,953	<b>Hunters Hill Preschool Inc</b> Hunter's Hill Preschool	129,672
<b>Gudga-Ga-Nura Aboriginal Preschool Association</b> Gudga-Ga-Nura Preschool	73,166	<b>Illawarra Aboriginal Corporation</b> Winnanggay Preschool	76,380
<b>Gulargambone Preschool</b> Gulargambone Preschool	57,987	<b>Illawarra Children's Services Ltd</b> Bellambi Point Preschool Helensburgh Community Preschool Port Kembla Pre School Wollongong City Preschool	183,588 103,933 30,284 76,808

## Children's Services Program (cont.)

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<b>Illawarra Montessori Preschool Inc</b>				<b>Killarney Vale Preschool Kindergarten Inc</b>	
Illawarra Montessori Preschool	86,322			Killarney Vale Preschool Kindergarten	123,159
<b>Iluka Preschool Inc</b>				<b>Kinburra Preschool Inc</b>	
Iluka Preschool	68,283			Kinburra Preschool	120,653
<b>Inaburra Communications Ltd</b>				<b>Kingscliff Mini School Inc</b>	
Inaburra Preschool	137,126			Kingscliff Mini School	69,941
<b>Inner City Montessori Association</b>				<b>Kingstown Preschool Inc</b>	
Inner City Montessori – Balmain	70,215			Kingstown Preschool	25,048
Inner City Montessori – Kinta	48,056			<b>Kinma Ltd</b>	
<b>Inverell District Family Services Inc</b>				Kinma School Preschool	44,987
Inverell Jack & Jill Preschool	106,958			<b>Kogarah Municipal Council</b>	
Kindamindi Preschool	164,739			South Hurstville Kindergarten	102,239
Northern Roads Activity Van Preschool	167,207			<b>Koninderie Community Based Preschool Inc</b>	
Tingha Preschool	88,704			Koninderie Community Based Preschool	95,960
<b>Ivanhoe Preschool</b>				<b>Koolyangarra Preschool Aboriginal Corporation</b>	
Ivanhoe Preschool	54,148			Koolyangarra Preschool	85,266
<b>Jacaranda Preschool Centre Inc</b>				<b>Koorana Child &amp; Family Centre Inc</b>	
Jacaranda Preschool – Caringbah	146,592			Koorana Phillip St Preschool	80,722
<b>Jack &amp; Jill Preschool Association (Lithgow) Inc</b>				Koorana-Croydon Street Preschool	84,752
Jack & Jill Preschool	134,083			<b>Kootingal &amp; District Preschool Inc</b>	
<b>Jannali Preschool Kindergarten Inc</b>				Kootingal & District Preschool	71,613
Jannali Preschool Kindergarten	99,119			<b>KU Children's Services</b>	
<b>Jerilderie Preschool Kindergarten Inc</b>				KU Avalon Preschool	93,482
Jerilderie Preschool Kindergarten	64,319			KU Bambara Road Preschool	58,205
<b>Jerry Bailey Children's Centre Association Inc</b>				KU Bel Air Preschool	78,683
Jerry Bailey Children's Centre	51,607			KU Berowra Preschool	95,277
<b>Jesmond Community Preschool</b>				KU Bligh Park Preschool	55,720
Jesmond Community Preschool	137,217			KU Blue Mountains Mobile Preschool	82,159
<b>Jindera Preschool Kindergarten Association Inc</b>				KU Briar Cottage Preschool	139,441
Jindera Preschool Centre	70,541			KU Bulli Preschool	119,264
<b>Jumping Jack Community Preschool Inc</b>				KU Burnside Preschool	127,645
Jumping Jack Community Preschool	125,767			KU Burwood Preschool	62,843
<b>June RSL Memorial Preschool Inc</b>				KU Cammeray Preschool	53,421
June RSL Memorial Preschool	77,288			KU Castlecrag Preschool	90,487
<b>Kangaroo Valley Preschool Inc</b>				KU Chatswood Community Preschool	95,591
Kangaroo Valley Preschool	67,201			KU Chatswood West Preschool	92,791
<b>Kapooka Early Childhood Centre Inc</b>				KU Cheltenham Memorial Preschool	93,766
Kapooka Early Childhood Centre	101,924			KU Cobbitty Preschool	83,266
<b>Karingal Preschool – Nelson Bay Inc</b>				KU Conjola Place Preschool	44,398
Karingal Preschool – Nelson Bay	80,527			KU Coomaling Mobile Preschool	55,600
<b>Karuah Community Preschool Association Inc</b>				KU Corrimal East Preschool	71,067
Karuah Preschool	42,839			KU Croydon Preschool	79,208
<b>Katoomba/Leura Preschool Association Inc</b>				KU Crusader Preschool	150,785
Katoomba Leura Preschool	182,112			KU Donkin Memorial Preschool	123,639
<b>Keiraville Community Preschool Inc</b>				KU East Killara Preschool	89,191
Keiraville Community Preschool	124,690			KU Eastwood Preschool	97,136
<b>Kellyville Preschool Kindergarten Inc</b>				KU Fox Valley Preschool	52,141
Kellyville Preschool Kindergarten	92,373			KU Frances Newton Preschool	94,338
<b>Kempsey Children's Services Cooperative Ltd</b>				KU Galston Preschool	104,810
Kempsey Central Preschool	145,635			KU Georges Hall Preschool	63,105
Kempsey Multi-Purpose Preschool	46,869			KU Grandstand Preschool	93,664
Kempsey South Preschool	117,881			KU Greenwich Community Preschool	52,557
South Kempsey Preschool Aboriginal Support Program	27,620			KU Grevillea Preschool	56,368
<b>Kenthurst Preschool Kindergarten Inc</b>				KU Gwynneville Preschool	69,554
Kenthurst Preschool	108,898			KU Hazelbrook Preschool	84,327
<b>Kesser Torah College Ltd</b>				KU Heathcote Preschool	68,012
Kesser Torah Preschool	224,223			KU Hebersham Preschool	163,039
<b>Khancoban &amp; District Children's Resource Centre Inc</b>				KU Henson Street Preschool	63,609
Khancoban Preschool	18,275			KU Isobel Pulsford Memorial Preschool	53,299
<b>Kiama Preschool Inc</b>				KU James Cahill Learning Together Program	109,043
Kiama Preschool Kindergarten	118,243			KU James Cahill Preschool	143,215
Kookaburra Kinder Mobile Preschool	86,473			KU John J Carroll Preschool	106,745
				KU Kangaroo Preschool	97,138
				KU Karingal Preschool	72,637
				KU Killara Park Preschool	90,213
				KU Killarney Heights Preschool	81,592
				KU Kingfisher Preschool	93,530
				KU Koala Preschool	95,823
				KU Kookaburra Preschool	100,526
				KU Lance Child Care Centre	99,520
				KU Leichhardt Preschool	58,718
				KU Lethbridge Park Preschool	104,319
				KU Liverpool City Preschool	75,015

## Children's Services Program (cont.)

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KU Macarthur Learning Together Preschool	66,054	<b>Learning Links</b>	Learning Links Preschool	115,540
KU Macquarie Fields Preschool	163,591	<b>Leeton Preschool Association</b>	Leeton Preschool	176,350
KU Maitland Mobile Preschool	148,488	<b>Lennox Head Community Preschool Inc</b>	Lennox Head Community Preschool	112,482
KU Maybanke Preschool	66,798	<b>Lightning Ridge Preschool</b>	Lightning Ridge Preschool	139,115
KU Mayfield Preschool	143,014	<b>Lilly Pilly Community Preschool Inc</b>	Lilly Pilly Community Preschool	81,524
KU Merewether Preschool	78,441	<b>Lindfield Montessori Society Inc</b>	Lindfield Montessori Preschool	28,148
KU Milperra Preschool	66,589	<b>Lismore Parish Centre Preschool Inc</b>	Parish Centre Preschool	82,826
KU Mobile 1 Preschool	42,305	<b>Lismore Preschool Kindergarten Inc</b>	Lismore Preschool	142,773
KU Mobile 3 Preschool	83,459	<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b>	Gumnut House Preschool – MPC	95,865
KU Mosman Community Preschool	90,867	<b>Little Yuin Preschool Aboriginal Corp</b>	Little Yuin Aboriginal Day Care Centre	78,577
KU Newport Preschool	98,449	<b>Liverpool Districts Neighbourhood Centres Assoc</b>	Pied Piper Project	88,774
KU North Ryde Preschool	100,485	<b>Lockhart Preschool Kindergarten Inc</b>	Lockhart Preschool Kindergarten	43,377
KU Northern Villages Mobile Preschool	82,088	<b>Long Flat Preschool</b>	Long Flat Preschool	44,424
KU Osborne Park Preschool	137,738	<b>Long Jetty Preschool</b>	Long Jetty Preschool	140,794
KU Padstow Preschool	108,115	<b>Lower Bucca Community Preschool Incorporated</b>	Lower Bucca Community Preschool	70,757
KU Peninsula Preschool	77,687	<b>Lower Hunter Children's Activity Van Assoc Inc</b>	Cessnock Children's Activity Van	76,416
KU Penrith Preschool	132,146		Lower Hunter Children's Activity Van	94,663
KU Peter Pan La Perouse Preschool	106,295	<b>Lower Macleay Preschool Inc</b>	Lower Macleay Preschool	141,294
KU Peter Pan Paddington Preschool	92,717	<b>Lutheran Church of Australia Queensland District</b>	Grace Lutheran Preschool	74,309
KU Petersham Preschool	139,322	<b>Lyrebird Preschool Kindergarten – Nowra East Inc</b>	Lyrebird Preschool Kindergarten	180,797
KU Phoenix Preschool	100,829	<b>Macarthur Preschool Kindergarten Association Inc</b>	Macarthur Preschool	125,518
KU Randwick-Coogee Preschool	158,239	<b>Macleay Community Preschool Inc</b>	Macleay Community Preschool	101,627
KU Revesby Preschool	73,223	<b>Macquarie Hills Community Preschool Inc</b>	Macquarie Hills Community Preschool	132,101
KU Rushcutters Bay Preschool	99,426	<b>Macquarie Preschools Cooperative Ltd</b>	Blackalls Park Preschool	75,667
KU Rydalmere Preschool	72,381		Carey Bay Preschool	93,412
KU Saddlington Street Preschool	25,124		Toronto Community Preschool	73,686
KU Shalvey Preschool	201,719	<b>Maitland Nursery School Inc</b>	Maitland Nursery School	136,288
KU South Turramurra Preschool	56,238	<b>Manildra Preschool Kindergarten Inc</b>	Manildra Preschool Kindergarten	52,875
KU St Ives Barra-Bruil Preschool	91,643	<b>Manilla Community Preschool Inc</b>	Manilla Community Preschool & Occasional Care	94,150
KU Sunbeam Preschool	121,976	<b>Manly Council</b>	Ivanhoe Park Preschool	54,179
KU Sutherland Preschool	100,709		Manly Community Preschool	100,413
KU Swansea Preschool	90,047	<b>Manly Vale Community Kindergarten Inc</b>	Manly Vale Community Kindergarten	65,309
KU Wahroonga Preschool	95,854	<b>Manly Warringah Montessori Society</b>	Farmhouse Montessori School	53,694
KU Wentworthville Preschool	78,284	<b>Marayong Preschool Kindergarten Inc</b>	Marayong Preschool Kindergarten	108,989
KU West Pymble Preschool	93,657			
KU Western Mobile Preschool	84,242			
KU Westmead Preschool	135,147			
KU Wickham Preschool	133,415			
KU Windale Preschool	174,675			
KU Wombarra Preschool	87,625			
KU Yagoona Preschool	79,938			
KU West Merrylands Preschool	77,740			
<b>Kulai Preschool Aboriginal Corporation</b>				
Kulai Preschool	149,086			
<b>Kunghur Community Preschool Inc</b>				
Kunghur Community Preschool	50,890			
<b>Kurnell Preschool Kindergarten Inc</b>				
Kurnell Preschool Kindergarten	71,851			
<b>Kurri Kurri Preschool</b>				
Kurri Kurri Preschool	150,012			
<b>Kyogle Preschool &amp; Outside School Hours Care Association Inc</b>				
Kyogle Preschool	91,817			
<b>Lady Game Community Kindergarten Inc</b>				
Lady Game Community Kindergarten	89,191			
<b>Lake Cargelligo District Community Children's Centre Association Inc</b>				
Lake Cargelligo Preschool Kindergarten	88,252			
<b>Lalor Park Preschool Kindergarten Association Inc</b>				
Lalor Park Preschool Kindergarten	109,655			
<b>Lane Cove Children's Centre</b>				
Birralee Lane Cove Kindergarten	188,446			
<b>Lapstone Preschool Kindergarten Association Inc</b>				
Lapstone Preschool	74,220			
<b>Larool Preschool Inc</b>				
Larool Preschool	101,315			
<b>Lawrence Community Preschool Inc</b>				
Lawrence Community Preschool	27,791			
<b>Lawson Community Preschool Assoc Inc</b>				
Lawson Community Preschool	103,945			

## Children's Services Program (cont.)

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<b>Marrickville Council</b>			
Globe-Wilkins Preschool	185,695		
<b>Masada College</b>			
Masada Preschool	94,843		
Poppy Cottage Preschool	45,880		
<b>Mathoura Preschool Inc</b>			
Mathoura Preschool	23,864		
<b>Mayfield Central Community Preschool Kindergarten Ltd</b>			
Mayfield Central Community Preschool	127,019		
<b>Medowie Community Preschool Inc</b>			
Medowie Community Preschool	73,083		
<b>Mendooran Preschool Inc</b>			
Mendooran Preschool	51,651		
<b>Menindee Children's Centre</b>			
Menindee Children's Centre	78,911		
<b>Merriwa Preschool Kindergarten Association Inc</b>			
Merriwa Preschool Kindergarten	65,952		
<b>Merrylands Christian Preschool Association Inc</b>			
St Thomas/St Annes Pre School	154,086		
<b>Milton Ulladulla Preschool Association</b>			
Milton Ulladulla Preschool	186,991		
<b>Mindaribba Local Aboriginal Land Council</b>			
Mindaribba Local Aboriginal Land Council Preschool	93,218		
<b>Mingoola Preschool Inc</b>			
Mingoola Preschool	53,793		
<b>Minimbah Preschool, Primary School Aboriginal Corporation</b>			
Minimbah Preschool	146,527		
<b>Miranda Kindergarten Association Inc</b>			
Miranda Kindergarten	143,049		
<b>Mission Australia</b>			
Miller Community Preschool & Early Intervention Support	173,302		
Rossmore Community Preschool	85,572		
<b>Mittagong Preschool Kindergarten Inc</b>			
Mittagong Preschool Kindergarten	116,825		
<b>Moama &amp; District Preschool Centre Inc</b>			
Moama & District Preschool	119,402		
<b>Molong &amp; District Preschool Association</b>			
Molong & District Preschool	76,553		
<b>Monaro Mobile Preschool Inc</b>			
Monaro Mobile Preschool	119,305		
<b>Moree Preschool Inc</b>			
Moree Preschool	127,407		
<b>Moresby Park Preschool Inc</b>			
Moresby Park Preschool	105,777		
<b>Moriah War Memorial College Association</b>			
Moriah College Preschool: John I Einfeld Campus	126,280		
Moriah Preschool Kindergarten	136,554		
<b>Mortdale/Oatley Baptist Church</b>			
Minooka Preschool Centre	102,713		
<b>Moruya Preschool Kindergarten Inc</b>			
Moruya Preschool Kindergarten	94,491		
<b>Moulamein Preschool Inc</b>			
Moulamein Preschool	31,356		
<b>Mount Sinai College</b>			
Mount Sinai College Preschool	94,793		
<b>Mount Warning Preschool</b>			
Mount Warning Preschool	87,312		
<b>Mount Zion Board of Trustees</b>			
Mount Zion War Memorial Kindergarten	124,903		
<b>Mountain Preschool Lowanna Inc</b>			
Mountain Preschool Lowanna	50,717		
<b>Mudgee Preschool Centre</b>			
Mudgee Preschool Centre		299,527	
<b>Mullumbimby Community Preschool Association Inc</b>			
Mullumbimby Community Preschool		83,452	
<b>Mulwala Preschool Inc</b>			
Mulwala Preschool Centre		65,212	
<b>Murrin Bridge Preschool Association Inc</b>			
Murrin Bridge Preschool		99,075	
<b>Murrumbateman Early Childhood Centre Assoc Inc</b>			
Murrumbateman Early Childhood Centre		56,906	
<b>Murrurundi Community Preschool</b>			
Murrurundi Community Preschool		41,303	
<b>Muswellbrook Preschool Kindergarten Inc</b>			
Muswellbrook Preschool Kindergarten 1		175,435	
Muswellbrook Preschool Kindergarten 2		40,456	
<b>Nabiac &amp; District Preschool Association Inc</b>			
Nabiac & District Preschool		114,164	
<b>Nambucca Heads Preschool Play Centre Pty Ltd</b>			
Nambucca Heads Preschool		172,201	
<b>Nana Glen Preschool</b>			
Nana Glen Preschool		76,911	
<b>Nanima Preschool Association Inc</b>			
Nanima Preschool		99,115	
<b>Narooma Preschool Kindergarten Association Inc</b>			
Narooma Preschool Kindergarten		115,245	
<b>Narrabeen Community Kindergarten Inc</b>			
Narrabeen Community Kindergarten		94,326	
<b>Narromine Preschool Kindergarten</b>			
Narromine Preschool Kindergarten		142,086	
<b>Narwee Preschool Kindergarten Inc</b>			
Narwee Preschool Kindergarten		109,072	
<b>Newcastle Baptist Community Preschool Inc</b>			
Newcastle Baptist Community Preschool		67,229	
<b>Ngayaamba Waluura Aboriginal Corporation</b>			
Giliguy Gamambi Preschool		110,266	
<b>Nimbin Preschool &amp; Child Care Association Inc</b>			
Nimbin Preschool		82,660	
<b>Nimmitabel Preschool Inc</b>			
Nimmitabel Preschool		43,645	
<b>Nords Wharf Community Preschool</b>			
Nords Wharf Community Preschool		71,902	
<b>Normanhurst West Community Preschool</b>			
Normanhurst West Community Preschool		28,575	
<b>North Brighton Preschool</b>			
North Brighton Preschool		98,383	
<b>North Epping Kindergarten</b>			
North Epping Kindergarten Preschool		91,353	
<b>North Rocks Preschool Inc</b>			
North Rocks Preschool		95,781	
<b>North Ryde Community Preschool</b>			
North Ryde Community Preschool		101,857	
<b>North Shore Temple Emanuel</b>			
Martin & Emma Hannes Preschool		69,960	
<b>North St Marys Neighbourhood Centre Inc</b>			
North St Marys Community Preschool		112,851	
North St Marys Preschool		16,119	
<b>Northside Baptist Preschool – Northbridge</b>			
Northside Baptist Preschool		90,686	
<b>Northside Montessori Society</b>			
Stepping Stones Montessori Preschool		68,218	
<b>Norwood Community Preschool</b>			
Norwood Community Preschool		64,159	

## Children's Services Program (cont.)

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<b>Oberon Children's Centre Inc</b>			<b>Pleasant Hills Preschool Kindergarten Inc</b>	
Oberon Children's Centre	65,874		Pleasant Hills Preschool Kindergarten	40,169
<b>Ocean Shores Preschool Inc</b>			<b>Ponyara Preschool Kindergarten Association Ltd</b>	
Ocean Shores Preschool	76,190		Ponyara Preschool	68,391
<b>Old Bar Community Preschool</b>			<b>Pooncarie Public School Parents &amp; Citizens Assoc Inc</b>	
Old Bar Community Preschool	99,352		Pooncarie Preschool	7,441
<b>Ooranga Family Mobile Resource Unit Assoc Inc</b>			<b>Port Macquarie Community Preschool Ltd</b>	
Ooranga Mobile Early Childhood Service	190,074		Port Macquarie Community Preschool	249,998
<b>Orama Preschool Association</b>			Port Macquarie Preschool Annexe	84,822
Orama Preschool	127,358		<b>Port Stephens Council</b>	
<b>Orana Community Preschool Inc</b>			Port Stephens Activity Van	158,218
Orana Community Preschool	88,489		<b>Possum's Community Preschool Association Inc</b>	
<b>Orange Preschool Kindergarten Ltd</b>			Possum's Community Preschool	80,792
Orange Preschool Kindergarten	142,404		<b>Possums' Den Coffs Harbour Inc</b>	
<b>Orient Point Community Preschool Inc</b>			Possums' Den Preschool	26,999
Orient Point Community Preschool	93,417		<b>Pottsville Community Preschool Inc</b>	
<b>Our Lady Queen of Peace Parish</b>			Pottsville Community Preschool	95,294
Our Lady Queen of Peace Parish Preschool	53,042		<b>Project Enrichment of Childhood Preschool Bourke Inc</b>	
<b>Palm Beach War Memorial Kindergarten Inc</b>			PEOC Bourke Preschool	99,080
Palm Beach War Memorial Kindergarten	63,194		<b>Pymble/Turramurra Kindergarten Inc</b>	
<b>Pambula Preschool Kindergarten Association Inc</b>			Pymble/Turramurra Kindergarten	108,836
Pambula NS-RMPC Preschool	54,881		<b>Queanbeyan &amp; District Preschool Association</b>	
Pambula Preschool Kindergarten	112,324		Harris Park Preschool	128,646
<b>Parkes Early Childhood Centre Inc</b>			Jingera Preschool	39,716
Parkes Multi-Purpose Preschool – MPC	172,062		Karabar Preschool	82,008
<b>Parklands Community Preschool &amp; Children's Centre Inc</b>			Waratah Preschool	87,827
Parklands Community Preschool & Children's Centre	146,857		<b>Quirindi Preschool Kindergarten Inc</b>	
<b>Paterson Preschool Inc</b>			Quirindi Preschool	89,594
Paterson Preschool	64,120		<b>Rainbow Playhouse Preschool Inc</b>	
<b>Peak Hill Preschool Kindergarten Inc</b>			Rainbow Playhouse Preschool	70,086
Peak Hill Preschool Kindergarten	77,452		<b>Rainbow Preschool Association Inc</b>	
<b>Peninsula Montessori Association</b>			Rainbow Preschool – Broken Hill	150,436
Forestville Montessori Preschool	68,464		<b>Raymond Terrace Community Preschool Inc</b>	
<b>Pennant Hills War Memorial Children's Centre</b>			Raymond Terrace Community Preschool	197,771
Pennant Hills War Memorial Children's Centre	134,310		<b>Redhead Community Preschool Inc</b>	
<b>Penrith City Council</b>			Redhead Community Preschool	85,917
Cooinda Preschool	106,214		<b>Richmond Hill Community Preschool Inc</b>	
Grays Lane Preschool	78,801		Richmond Hill Community Preschool	50,512
Gumbirra Preschool	139,312		<b>Richmond Preschool Kindergarten Assoc Inc</b>	
Koolyangarra Children's Centre	115,876		Richmond Preschool	108,233
Mountains to Meadows Mobile Preschool	69,303		<b>Riverina Children's Activity Van Inc</b>	
Rainbow Cottage Preschool	77,950		Riverina Children's Activity Van	103,155
St Marys Preschool Kindergarten	89,545		<b>Riverside Preschool Incorporated</b>	
Tandara Preschool	95,950		Riverside Preschool	14,704
<b>Periwinkle Children's Centre</b>			<b>Riverwood Community Centre Inc</b>	
Periwinkle Preschool	57,472		Riverwood Children's Centre	141,211
<b>Peter Pan Preschool Kindergarten – Tamworth Inc</b>			<b>Robertson Preschool Kindergarten Inc</b>	
Peter Pan Preschool Kindergarten – Tamworth	124,541		Robertson Preschool Kindergarten	85,762
<b>Peter Pan Preschool Wollongong Inc</b>			<b>Rocky Hall Preschool Association</b>	
Peter Pan Preschool – Wollongong	67,288		Rocky Hall Preschool	39,413
<b>Peter Rabbit Community Preschool Inc</b>			<b>Rosebank Community Preschool Inc</b>	
Peter Rabbit Community Preschool	47,944		Rosebank Community Preschool	59,807
<b>Picton Preschool Kindergarten Ltd</b>			<b>Rosellas Community Preschool Inc</b>	
Picton Preschool	106,501		Rosellas Community Preschool	128,275
<b>Pied Piper Preschool Association – Wallerawang Inc</b>			<b>Ross Circuit Preschool Centre Inc</b>	
Pied Piper Preschool – MPC	127,482		Ross Circuit Preschool Centre	200,377
<b>Pippies Early Childhood Centre Inc</b>			<b>Rowena Preschool Inc</b>	
Pippies Multi Purpose Centre Preschool	82,354		Rowena Preschool	27,801
<b>Pius X Aboriginal Corporation</b>			<b>Royal Institute for Deaf and Blind Children</b>	
Kiah Preschool	160,216		RIDBC (Hunter) Preschool	47,324
<b>Playtime Preschool Centre Inc</b>			RIDBC (Nepean) Preschool	46,977
Playtime Preschool Centre	65,639		Roberta Reid Preschool	16,978
			Rockie Woofit Preschool	60,920
			VisionEd Preschool	22,581

## Children's Services Program (cont.)

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<b>Rylstone Kandos Preschool Inc</b>		
Rylstone Kandos Preschool	95,454	
<b>Samaritans Youth Services</b>		
Woodberry Early Learning Centre	135,350	
<b>Sans Souci Community Preschool Association Inc</b>		
Sans Souci Preschool	159,918	
<b>Scone &amp; District Preschool Inc</b>		
Scone & District Preschool	154,306	
<b>SDN Children's Services Inc</b>		
Batemans Bay Preschool	110,716	
Crookwell Preschool	93,195	
<b>Shared Vision Aboriginal Corporation</b>		
Jarjum Preschool	107,432	
<b>Shoalhaven Community Preschool Inc</b>		
Shoalhaven Community Preschool	145,901	
<b>Singleton Council</b>		
Singleton Mobile Preschool	81,721	
<b>Singleton Heights Preschool Inc</b>		
Singleton Heights Preschool	107,532	
<b>Singleton Preschool Inc</b>		
Singleton Preschool	163,884	
<b>SOS Preschool Ltd</b>		
SOS Preschool	87,797	
<b>South West Rocks Preschool Inc</b>		
South West Rocks Preschool	143,420	
<b>Southside Montessori Preschool</b>		
Southside Montessori Preschool	61,077	
<b>Springdale Heights Preschool Inc</b>		
Springdale Heights Preschool	65,292	
<b>Springwood &amp; District Preschool Kindergarten</b>		
Springwood & District Preschool Kindergarten	106,181	
<b>St Andrew's Kindergarten Abbotsford Inc</b>		
St Andrew's Kindergarten – Abbotsford	72,572	
<b>St Dunstons Preschool Kindergarten Inc</b>		
St Dunstons Preschool Kindergarten	95,307	
<b>St George Preschool (Marsfield) Inc</b>		
St George Preschool – Marsfield	90,370	
<b>St Ives Preschool</b>		
St Ives Preschool Kindergarten	92,323	
<b>St John's North Ryde Preschool Association Inc</b>		
St John's Preschool – North Ryde	94,906	
<b>St John's Preschool Ashfield Inc</b>		
St John's Preschool – Ashfield	114,595	
<b>St Luke's Preschool Dapto Inc</b>		
St Luke's Preschool – Dapto	127,537	
<b>St Lukes Preschool Northmead Inc</b>		
St Lukes Preschool – Northmead	73,514	
<b>St Marks Brighton-le-Sands Preschool Kindergarten Inc</b>		
St Mark's Preschool – Brighton-le-Sands	68,039	
<b>St Mark's Northbridge Kindergarten Inc</b>		
St Mark's Northbridge Kindergarten	112,234	
<b>St Mark's Preschool Avalon Inc</b>		
St Mark's Preschool Avalon	66,896	
<b>St Mark's Preschool Inc – Hurstville South</b>		
St Mark's Preschool – Hurstville South	55,249	
<b>St Mary's Community Preschool Casino Inc</b>		
St Mary's Community Preschool – Casino	147,888	
<b>St Marys Guildford Preschool</b>		
St Marys Guildford Preschool	130,322	
<b>St Mary's North Tamworth Preschool Inc</b>		
St Mary's North Tamworth Preschool	89,647	
<b>St Peters Preschool Inc</b>		
St Peters Preschool	110,928	
<b>St Peter's Preschool Ltd</b>		
St Peter's Preschool – Armidale	120,680	
<b>St Peter's Preschool Tamworth Inc</b>		
St Peter's Preschool Tamworth Inc	145,179	
<b>St Stephen's Belrose Kindergarten Inc</b>		
St Stephen's Belrose Kindergarten	144,859	
<b>St Stephen's Preschool Inc</b>		
St Stephen's Preschool	57,398	
<b>St Stephens Preschool Kindergarten Inc</b>		
St Stephens Preschool Kindergarten	94,860	
<b>St Therese Community Preschool Inc</b>		
St Therese Community Preschool	52,909	
<b>Strathfield &amp; District Hebrew Congregation Yolanda Kramer Kindergarten</b>		
Yolanda Kramer Kindergarten	97,898	
<b>Stroud Neighbourhood Children's Cooperative</b>		
Stroud Neighbourhood Children's Preschool	55,516	
<b>Stuarts Point Preschool Association Inc</b>		
Stuarts Point Preschool	89,063	
<b>Sugartowns Community Preschool Inc</b>		
Sugartowns Community Preschool	55,813	
<b>Sun Valley Preschool Kindergarten</b>		
Sun Valley Preschool Kindergarten	51,274	
<b>Sutherland Shire Montessori Society</b>		
Montessori Children's World	68,689	
<b>Tabulam &amp; District Community Preschool Inc</b>		
Tabulam & District Preschool	87,362	
<b>Tamworth Montessori Association Inc</b>		
Tamworth Montessori Preschool	58,874	
<b>Tarago Preschool Association Inc</b>		
Tarago Preschool	36,042	
<b>Taree &amp; District Preschool Ltd</b>		
Taree & District Preschool	213,922	
<b>Tathra Children's Services Association Inc</b>		
Tathra Children's Services	107,310	
<b>Tea Gardens/Hawks Nest Preschool Kindergarten Inc</b>		
Tea Gardens/Hawks Nest Preschool Kindergarten	72,788	
<b>Temora Preschool Kindergarten Inc</b>		
Temora Preschool Kindergarten	121,490	
<b>Temple Emanuel Woollahra Kindergarten Inc</b>		
Temple Emanuel Woollahra Kindergarten	136,024	
<b>Tenterfield Preschool Kindergarten Inc</b>		
Tenterfield Preschool	143,093	
<b>Terrey Hills Community Kindergarten</b>		
Terrey Hills Community Kindergarten	70,580	
<b>The Armidale Church of Christ Adventureland Preschool Inc</b>		
Adventureland Preschool	78,694	
<b>The Armidale Waldorf School Ltd</b>		
Boongaia Preschool	45,531	
<b>The Basin Preschool</b>		
The Basin Preschool	141,977	
<b>The Channon Children's Centre Inc</b>		
The Channon Preschool	58,789	
<b>The Cubbyhouse Preschool &amp; Occasional Care Centre Inc</b>		
The Cubby House Preschool	37,664	
<b>The Entrance Preschool Kindergarten Association Inc</b>		
The Entrance Preschool Kindergarten	146,437	
<b>The Factory Community Centre Inc</b>		
Poet's Corner Kindergarten	73,909	
<b>The Guardian Angel Preschool Kindergarten Inc</b>		
The Guardian Angel Preschool	18,800	

## Children's Services Program (cont.)

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<b>The Gymea Nursery School &amp; Kindergarten Cooperative Society Ltd</b>			<b>Tocumwal Preschool Kindergarten Inc</b>		
Gymea Community Preschool	105,994		Tocumwal Preschool		57,850
<b>The Hills Community Kindergarten Inc</b>			<b>Tooleybuc Preschool Association Inc</b>		
The Hills Community Kindergarten	95,061		Tooleybuc Preschool		62,188
<b>The Infants Home Ashfield</b>			<b>Tooraweenah Preschool Association Inc</b>		
The Infants Home Learning and Development Centre			Tooraweenah Preschool		48,783
Johnson House 2-6's	67,449		<b>Toormina Community Preschool Inc</b>		
<b>The Jack &amp; Jill Kindergarten – Hornsby</b>			Toormina Community Preschool		133,378
The Jack & Jill Kindergarten – Hornsby	99,924		<b>Tottenham Preschool Kindergarten Assoc Inc</b>		
<b>The Killarney School Ltd</b>			Tottenham Preschool		57,995
The Killarney School	52,142		<b>Toukley Preschool Kindergarten Inc</b>		
<b>The Little School</b>			Toukley Preschool Kindergarten		140,756
The Little School	37,913		<b>Trangie Preschool Kindergarten Association Inc</b>		
<b>The Northern Nursery School Ltd</b>			Trangie Preschool		85,341
The Northern Nursery School	134,445		<b>Trinity Preschool Kindergarten Ltd</b>		
<b>The Oaks Preschool Kindergarten Cooperative Ltd</b>			Trinity Preschool Kindergarten		230,070
The Oaks Preschool	101,509		<b>Trundle Children's Centre Inc</b>		
<b>The Point Preschool Inc</b>			Trundle Preschool Kindergarten		39,107
The Point Preschool	51,890		<b>Trustees of the Christian Brothers</b>		
<b>The Presbyterian Church (NSW) Property Trust</b>			Waterford Preschool		46,410
Elizabeth Chifley Memorial Preschool	117,193		<b>Trustees Roman Catholic Church Diocese of Lismore</b>		
Sutherland Presbyterian Church Preschool	41,777		St Joseph's Preschool – Laurieton		159,157
Tregear Presbyterian Kindergarten	177,740		St Joseph's Preschool – Port Macquarie		242,308
Windsor Presbyterian Preschool Kindergarten	90,712		<b>Tullamore Preschool &amp; Child Care Centre Inc</b>		
<b>The Rock Preschool Inc</b>			Tullamore Preschool		46,843
The Rock Preschool	37,404		<b>Tumut Preschool Cooperative Society Ltd</b>		
<b>The Scots School – Albury</b>			Tumut Preschool		135,604
Scots Preschool Centre	65,120		<b>Tuntable Falls Early Childhood Centre Inc</b>		
<b>The Shepherd Centre</b>			Tuntable Falls Early Childhood Centre		66,365
The Annette Shepherd Centre Preschool – Casula	28,063		<b>Tweed Heads Community Preschool Inc</b>		
Wollongong Shepherd Preschool	21,596		Tweed Heads Community Preschool		63,744
<b>The Sydney Montessori Society</b>			<b>Upper Macleay Preschool Inc</b>		
The Children's House Montessori Preschool – North Ryde	57,293		Upper Macleay Preschool		126,594
<b>The Tower Preschool – Jiggi</b>			<b>Uralla Preschool Kindergarten Inc</b>		
The Tower Preschool – Jiggi	42,272		Uralla Preschool		96,892
<b>The Uniting Church in Aust Property Trust (NSW)</b>			<b>Urana Shire Council</b>		
Adamstown Heights Preschool	96,191		Urana Shire Mobile Preschool		66,826
Burwood Uniting Church Kindergarten	124,084		<b>Uranquinty Preschool Association Inc</b>		
Caringbah Uniting Church Preschool	50,366		Uranquinty Preschool		24,154
Carlton Uniting Care Preschool	104,793		<b>Urunga Community Preschool Inc</b>		
Caves Beach Uniting Preschool	115,346		Urunga Preschool		92,200
Children With Challenging Behaviours	8,568		<b>Valla Community Preschool Inc</b>		
Earlwood Uniting Church Preschool	145,623		Valla Community Preschool		117,197
Ermington Uniting Church Preschool	75,084		<b>Valley Preschool Inc</b>		
Forestville Preschool Kindergarten	195,141		Valley Preschool		38,926
Harold Wheen Preschool	124,969		<b>Wakool Preschool Inc</b>		
Mayflower Preschool Kindergarten	70,731		Wakool Preschool		43,626
Murwillumbah Unitingcare Preschool	65,927		<b>Walcha Council</b>		
North Rocks Uniting Church Preschool Kindergarten	54,675		Walcha Preschool		121,404
Prince Street Jack & Jill Preschool	72,880		<b>Walgett Preschool and Long Day Care Centre Inc</b>		
Shirley Road Preschool	57,754		Coolibah Kids		59,242
St Columba Uniting Church Preschool	72,247		<b>Wallsend Community Preschool</b>		
St Lukes Preschool – Belmont North	145,171		Wallsend Community Preschool		137,098
St Matthews Preschool Kindergarten – Baulkham Hills	136,550		<b>Wallum Community Preschool and Family Centre Inc</b>		
Susanna Children's Centre Preschool	11,920		Wallum Community Preschool & Family Centre		154,894
The Cottage Family Care Centre Preschool	177,181		<b>Walsingham Community Preschool Inc</b>		
The Forest Preschool Kindergarten	134,549		Walsingham Community Preschool		84,184
Treetops Preschool	118,940		<b>Wangi Peter Pan Kindergarten Inc</b>		
Wesley Preschool Kindergarten	90,963		Wangi Peter Pan Kindergarten		88,441
<b>Thredbo Early Childhood Centre Inc</b>			<b>Warialda Preschool Inc</b>		
Thredbo Preschool	29,293		Warialda Preschool		71,357
<b>Thurgoona Preschool Inc</b>			<b>Warilla Baptist Preschool</b>		
Thurgoona Preschool	92,224		Warilla Baptist Preschool		62,444
<b>Tibooburra Multi Purpose Centre Inc</b>					
Tibooburra Multi Purpose Centre Preschool	33,664				

## Children's Services Program (cont.)

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<b>Warragamba Preschool Inc</b>			
Warragamba Preschool	124,594		
<b>Warren Preschool Kindergarten</b>			
Warren Preschool Kindergarten	135,629		
<b>Warrumbungle Shire Council</b>			
Connect Five Children's Services	170,850		
<b>Wauchope Preschool Kindergarten Inc</b>			
Wauchope Preschool	140,490		
<b>Wee Waa &amp; District Preschool Association Inc</b>			
Wee Waa & District Preschool	99,371		
<b>Wellington Community Children's Centre Inc</b>			
Wellington Community Children's Centre	167,280		
<b>Wentworth District Preschool Play Centre Inc</b>			
Wentworth District Preschool Play Centre	82,867		
<b>Wentworth Falls Preschool Kindergarten</b>			
Wentworth Falls Preschool Kindergarten	84,478		
<b>Werris Creek &amp; District Preschool Association Inc</b>			
Werris Creek & District Preschool	125,932		
<b>West Albury Preschool Centre Inc</b>			
West Albury Preschool Centre	141,730		
<b>West Bathurst Preschool Inc</b>			
West Bathurst Preschool	134,984		
<b>West Epping Preschool Association Inc</b>			
West Epping Preschool Kindergarten	92,790		
<b>Westlawn Preschool Inc</b>			
Westlawn Preschool	72,697		
<b>Weston Community Preschool Inc</b>			
Weston Community Preschool	120,472		
<b>Wilberforce Preschool Kindergarten Inc</b>			
Wilberforce Preschool Kindergarten	71,354		
<b>Williams River Community Preschool Assoc Inc</b>			
Clarence Town Preschool	71,923		
Seaham Preschool	69,333		
Wallalong Preschool	49,682		
<b>Williamtown Preschool Inc</b>			
Williamtown Preschool	86,220		
<b>Willoughby Community Preschool Inc</b>			
Willoughby Community Preschool	107,444		
<b>Willow Tree Preschool Inc</b>			
Willow Tree Preschool	46,254		
<b>Wilson's Creek Community Preschool Inc</b>			
Wilson's Creek Community Preschool	58,158		
<b>Windsor Preschool Association Inc</b>			
Windsor Preschool	133,091		
<b>Wingham &amp; District Preschool Kindergarten Ltd</b>			
Wingham & District Mobile Preschool Unit	118,059		
Wingham & District Preschool	118,245		
<b>Winnalee District Preschool Kindergarten</b>			
Winnalee District Preschool Kindergarten	97,698		
<b>Wirraway Preschool</b>			
Wirraway Preschool	135,626		
<b>Wollondilly Mobile Preschool Association Inc</b>			
Wollondilly Mobile Preschool	104,254		
<b>Wollongbar Community Preschool</b>			
Wollongbar Community Preschool	67,088		
<b>Woodenbong Preschool Kindergarten Inc</b>			
Woodenbong Preschool	57,171		
<b>Woollahra Preschool</b>			
Woollahra Municipal Preschool	136,198		
<b>Woomera Aboriginal Corporation Albury</b>			
Koori Kindermana Preschool	85,519		
<b>Woy Woy Peninsula Child Care Centre Cooperative</b>			
Woy Woy Peninsula Preschool		49,148	
<b>Wunanbiri Preschool Inc</b>			
Wunanbiri Preschool		129,205	
<b>Wyong Preschool Kindergarten Association Inc</b>			
Wyong Preschool		178,133	
<b>Yamba Community Preschool Inc</b>			
Yamba Preschool		101,908	
<b>Yarrabin Outreach Inc</b>			
Nyngan Preschool		100,197	
<b>Yass Early Childhood Centre Association</b>			
Yass Early Childhood Centre		112,210	
<b>Yass Montessori Preschool Inc</b>			
Yass Montessori Preschool		36,889	
<b>Yenda Preschool Kindergarten Inc</b>			
Yenda Preschool Kindergarten		71,529	
<b>Yeoval Preschool Inc</b>			
Yeoval Preschool		69,706	
<b>YMCA</b>			
Bankstown City YMCA Preschool Kindergarten		76,774	
<b>Young Preschool Kindergarten Inc</b>			
Young Preschool Kindergarten		156,172	
<b>Vacation Care</b>			
<b>Abbotsford Community Centre Inc</b>			
Abbotsford Vacation Care		6,371	
<b>Andalini Services Inc</b>			
Andalini Special School Vacation Care Project		5,480	
<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>			
St Saviour's Neighbourhood Centre Vacation Care		4,113	
<b>Annandale North Out of School Hours Care Assoc</b>			
Annandale North Out of School Hours Care		8,055	
<b>Amidale and Region Aboriginal Cultural Centre and Keeping Place</b>			
Holiday Cultural Activities Program		8,668	
<b>Australian Turkish &amp; Kurdish Community Services Cooperative Ltd</b>			
Auburn Vacation Care		10,463	
<b>Avalon School Parents &amp; Citizens Association Inc</b>			
Avalon School Out of School Hours Care		10,400	
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>			
Aboriginal Cultural Camps		8,828	
<b>Ballina &amp; District Community Services Assoc Inc</b>			
Lennox Head & Wardell Vacation Care		7,660	
<b>Balmain East Out of School Care Inc</b>			
Balmain East Vacation Care		5,493	
<b>Barnardos Australia</b>			
Barnardos Penrith Vacation Care		17,184	
Warrawong Vacation Care		18,061	
<b>Bathurst Regional Council</b>			
Bathurst Vacation Care Centre		9,494	
DIAS Vacation Care Project 1		1,013	
DIAS Vacation Care Project 2		2,728	
<b>Baulkham Hills Before &amp; After and Vacation Care</b>			
Baulkham Hills Before & After School Care		14,277	
<b>Bellingen Shire Family &amp; Children's Services Inc</b>			
Bellingen Vacation Care		4,026	
Coffs Harbour Vacation Care		10,848	
Woolgoolga Vacation Care		6,447	
<b>Berkeley Vale Neighbourhood Centre</b>			
Berkeley Vale Vacation Care		10,431	
<b>Blacktown South Children's Activities Centre Inc</b>			
Blacktown South Children's Activities Centre Vacation Care		10,694	
<b>Bland Shire Council</b>			
Bland Shire Children's Services Vacation Care Program		8,921	

## Children's Services Program (cont.)

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<b>Bligh Park Community Services Inc</b>			
Bligh Park Vacation Care	12,939		
<b>Blue Mountains City Council</b>			
Blackheath Vacation Care	4,777		
<b>Brewarrina Shire Council</b>			
Brewarrina Shire Vacation Care	5,730		
<b>Bronte After Care Committee Inc</b>			
Bronte Vacation Care Centre	7,849		
<b>Byron Shire Council</b>			
Brunswick Heads Vacation Care	8,902		
Byron Bay Vacation Care	5,254		
<b>Campbelltown City Council</b>			
Namut Vacation Care	3,600		
Raby Outside School Hours Care	4,348		
<b>Carlingford West OOSH Centre Inc</b>			
Carlingford West Vacation Centre	14,277		
<b>Casino Neighbourhood Centre Inc</b>			
Casino Vacation Care	13,579		
<b>Centacare</b>			
Centacare Vacation Care	9,520		
<b>Central West Family Support Group Inc</b>			
Murrin Bridge Vacation Care	4,208		
<b>Cessnock Multi Purpose Children's Centre Ltd</b>			
Cessnock Vacation Care Centre No 1	16,060		
Cessnock Vacation Care Centre No 2	16,060		
<b>Chester Hill Neighbourhood Centre Inc</b>			
Chester Hill Neighbourhood Centre Vacation Care	15,031		
<b>Chinese Australian Services Society Coop Ltd</b>			
Campsie Vacation Care	6,517		
<b>Church of England Children's Homes</b>			
Croydon Park Vacation Care	11,434		
Innovative Out of School Hours – Cool Care	9,406		
Weldon Centre Vacation Care	14,270		
<b>City of Albury Council</b>			
Albury Vacation Care	19,423		
Glenroy North Albury Out of School Hours Program	19,380		
St Patrick's School Vacation Care Program	9,776		
<b>City of Ryde Council</b>			
Gladesville Vacation Care	15,787		
Truscott Street Vacation Care Program	15,787		
West Ryde Vacation Care Program	15,787		
<b>Clarence Valley Council</b>			
Maclean Vacation Care	6,920		
Yamba Vacation Care	6,920		
<b>Clovelly Out of School Care</b>			
Clovelly Out of School Care	7,130		
<b>Coledale Community Group Inc</b>			
Coledale Vacation Care	4,231		
<b>Community Activities Lake Macquarie Inc</b>			
Bolton Point Vacation Care	5,967		
Boolaroo Vacation Care	6,684		
Cardiff Vacation Care	7,156		
<b>Coogee Care Centre</b>			
Coogee Vacation Care	3,675		
<b>Coonamble Shire Council</b>			
Coonamble Vacation Care Centre	5,726		
<b>Coowarra Cottage</b>			
Coowarra Out of School Hours Care Service	7,523		
<b>Coptic Orthodox Church – Sydenham</b>			
St Mary & St Mina's Vacation Care	5,175		
<b>Creating Links Cooperative Ltd</b>			
Bankstown Vacation Care – BCSC	9,475		
<b>Cringila Community Cooperative</b>			
Cringila Vacation Care Project		7,616	
<b>Crookwell Neighbourhood Centre Inc</b>			
Crookwell Vacation Care		6,301	
<b>Dandaloo Gayngil Aboriginal Corporation Inc</b>			
Dandaloo Gayngil Vacation Care – Toomelah		13,951	
<b>Darlington Aftercare Association Inc</b>			
Darlington Vacation Care		7,837	
<b>Department of Education &amp; Training</b>			
Macquarie Fields Vacation Care Program		8,219	
<b>Department of Health</b>			
Gloucester Vacation Activities Centre		2,347	
Westmead Hospital Vacation Activity Centre		10,418	
<b>Dubbo Neighbourhood Centre Incorporated</b>			
Pipe Band Hall Vacation Care Centre		5,544	
South Vacation Care Centre		5,548	
<b>Dungog Information &amp; Neighbourhood Service</b>			
Clarence Town Vacation Care		7,211	
<b>Eaglevale Community Development Association Inc</b>			
Eaglevale Vacation Care		6,973	
<b>Eastern Respite &amp; Recreation</b>			
Holiday Program		14,353	
<b>Ermington West OOSH Care Inc</b>			
Ermington West OOSH Care		8,707	
<b>Ethnic Child Care Family &amp; Community Services Coop</b>			
Multicultural Respite Service Mobile Vacation Care		39,175	
<b>Eurobodalla Shire Council</b>			
Narooma Vacation Care		4,777	
<b>Fairfield Community Resource Centre</b>			
Allambie Road Vacation Care		13,689	
St John's Park Vacation Care		8,424	
<b>Federation of NSW Police-Citizens Youth Clubs</b>			
Bourke Vacation Care		5,697	
Lithgow Vacation Care Centre		5,729	
Moree Vacation Care		7,547	
Newcastle PCYC "KIDS CLUB" Vacation Care		10,133	
Wagga Wagga PCYC Youth Club Vacation Care		17,506	
Wallerawang Vacation Care		4,321	
<b>Forest Hill Outside School Hours Care Inc</b>			
Forest Hill OSHC – Vacation Care		9,696	
<b>Forest Lodge After School Care Association Inc</b>			
Forest Lodge Vacation Care		9,574	
<b>Georges River Community Service Inc</b>			
Georges River Community Service Vacation Care Centre		4,229	
<b>Glebe School Childcare Centre Inc</b>			
Glebe Vacation Care		20,906	
<b>Gosford City Council</b>			
Gosford City Council Disability Access Vacation Care		9,126	
Gosford Vacation Centre		10,285	
Kincumber Vacation Care		11,155	
Niagara Park Vacation Program		7,641	
<b>Granville Multicultural Community Centre Inc</b>			
Granville Multicultural Centre Vacation Care		9,553	
<b>Great Lakes Council</b>			
Great Lakes Vacation Care		7,221	
<b>Greek Welfare Centre</b>			
Kogarah Vacation Care Centre		7,147	
Parramatta Vacation Care		11,847	
Undercliffe Vacation Care Centre		8,101	
<b>Griffith Youth Support Services Inc</b>			
Griffith Youth Support Vacation Care		7,488	
<b>Gundagai Neighbourhood Centre Inc</b>			
Gundagai Vacation Care		6,552	
<b>Gwydir Shire Council</b>			
Bingara Vacation Care		8,108	

## Children's Services Program (cont.)

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<b>Hawkesbury City Council</b>			
Forgotten Valley Vacation Care	3,061		
<b>Hawkesbury Community Outreach Services Inc</b>			
Kurradjong Vacation Care	6,481		
<b>Holroyd City Council</b>			
Guildford West Integrated Vacation Care	18,664		
Ringrose Avenue Vacation Care Centre	7,134		
Senior Vacation Care Centre – Guildford West	7,200		
Sherwood Grange Integrated Vacation Care Centre	18,627		
<b>Holy Family Services</b>			
Holy Family Children's Centre	7,432		
<b>Illawarra Children's Services Ltd</b>			
Illawarra Vacation Care for Children with Special Needs	63,345		
<b>Imlay Special Needs Group Inc</b>			
Eden Vacation Care Centre	9,387		
<b>Inverell District Family Services Inc</b>			
Inverell Vacation Care	15,694		
<b>Kanga's House Child Care Centre Inc</b>			
Kanga's House Vacation Care	4,760		
<b>KARI Aboriginal Resource Inc</b>			
Enrichment Program (VAC)	10,424		
<b>Katoomba Neighbourhood Centre Ltd</b>			
Katoomba Neighbourhood Centre Vacation Care	7,303		
<b>Kellyville After School Care Incorporated</b>			
Kellyville Vacation Care	14,277		
<b>Kempsey Children's Services Cooperative Ltd</b>			
"School's Out" Kempsey Vacation Care	3,461		
<b>Kempsey Respite Services Inc</b>			
Kempsey Vacation Care – Respite Care	19,407		
<b>Kenthurst Before &amp; After School Care Inc</b>			
Kenthurst Vacation Care	14,186		
<b>Keymer Child Care Centre Inc</b>			
Keymer OSHC Cottage	11,100		
<b>Kids Korner Combined Occasional Care Centre Inc</b>			
Kid's Korner Vacation Care	28,964		
<b>Kogarah Community Services Inc</b>			
Sarss Park Vacation Care	4,780		
<b>Koonawarra Area Residents Association Inc</b>			
Krafty Kids Vacation Care	5,810		
<b>Koorana Child &amp; Family Centre Inc</b>			
Koorana Vacation Care	8,765		
<b>Ku-ring-gai Council</b>			
Kids Getaway Holiday Activity Centre	4,792		
St Ives Holiday Activity Centre	12,312		
West Pymble Holiday Activity Centre	9,619		
<b>Kurri Kurri Community Centre Inc</b>			
Kurri Kurri Vacation Care	6,684		
<b>Kyogle Preschool &amp; Outside School Hours Care Association Inc</b>			
Kyogle Vacation Care	3,061		
<b>Lady Gowrie Child Centre</b>			
Lady Gowrie Vacation Care	4,781		
<b>Lane Cove Out of School Inc</b>			
Lane Cove Out of School Vacation Care	10,451		
<b>Lapstone Out of School Hours Inc</b>			
Lapstone OOSH	11,544		
<b>Leeton Shire Council</b>			
Leeton Shire Council Vacation Care	14,526		
<b>Leichhardt Out Of School Hours Care Inc</b>			
Leichhardt Vacation Care	9,273		
<b>Lismore Neighbourhood Centre Inc</b>			
Lismore Vacation Care	15,375		
<b>Liverpool Districts Neighbourhood Centres Assoc</b>			
Warwick Farm Vacation Care		8,768	
<b>Lower Hunter Temporary Care Inc</b>			
Lower Hunter Temporary Care – Vacation Care		38,058	
<b>Macarthur District Temporary Family Care Inc</b>			
Vacation Plus – Campbelltown		9,659	
Vacation Plus – Wollondilly		7,043	
<b>Maitland Baptist Church Child Care Inc</b>			
Maitland Baptist Vacation Care		10,196	
Metford Vacation Care		2,284	
Thornton Vacation Care		7,450	
<b>Manly Council</b>			
Vacation Care – Manly Group 1		10,451	
Vacation Care – Manly Group 2		10,444	
Vacation Care – Manly Group 3		23,461	
Vacation Care – Manly Group 4		10,443	
Vacation Care – Manly Group 5		7,866	
Vacation Care – Manly Group 6		5,534	
<b>Maroubra Junction Before &amp; After School Care</b>			
Maroubra Junction Vacation Care		6,930	
<b>Marrickville Council</b>			
Camdenville Vacation Care		8,462	
Ferncourt Vacation Care		10,136	
Stanmore Vacation Care		16,725	
<b>Maryland OOSH Inc</b>			
Maryland Vacation Care Centre		14,735	
<b>Mid Mountains Out of School Hours Service Inc</b>			
Mid Mountains Out of School Hours Service		4,780	
<b>Mission Australia</b>			
Cootamundra Vacation Care		7,489	
<b>Moombahlene Local Aboriginal Land Council</b>			
Moombahlene Aboriginal Vacation Care		7,225	
<b>Mosman Municipal Council</b>			
Mosman Vacation Care		9,488	
<b>Mount Riverview Noiseworks Inc</b>			
Mount Riverview OOSH Vacation Care		10,211	
<b>Murdi Paaki Regional Enterprise Corp Ltd</b>			
Gulgambone Vacation Care Service		5,493	
<b>New School of Arts Neighbourhood House Inc</b>			
South Grafton Vacation Care		18,778	
<b>Newcastle Temporary Care Ltd</b>			
KIDZLINK Vacation Care Project		6,090	
<b>Nimbin Neighbourhood &amp; Information Centre Inc</b>			
Nimbin Vacation Care Service		9,689	
<b>North Richmond Community Centre Inc</b>			
North Richmond OOSH Fun Factory		4,779	
<b>North Sydney Council</b>			
Forsyth Park Community Centre Vacation Care		6,990	
Grandstand Kindergarten Vacation Care		7,136	
North Sydney Community Centre		9,495	
<b>Ooranga Family Mobile Resource Unit Assoc Inc</b>			
Ooranga Mobile Vacation Care		2,945	
<b>Orange City Council</b>			
Glenroi Community Centre Vacation Care		8,458	
Kenna Hall Vacation Care		4,779	
Spring Street – Carriage Cottage Vacation Care		3,914	
<b>Orange Community Resource Organisation Inc</b>			
Outside School Hours Care (OOSH) Program – CS		1,522	
<b>Peninsula Community Centre Inc</b>			
Peninsula Community Centre Vacation Care		11,853	
<b>Penrith City Council</b>			
Emu Village Vacation Care		10,834	
Glenmore Park Vacation Care		4,831	
Grays Lane Vacation Care		7,152	
OOSH Recreation VC 13-18		3,044	
St Clair Vacation Care		9,520	
Yoorami Cottage Vacation Care		9,510	

## Children's Services Program (cont.)

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<b>Petersham Activities Centre for Children Inc</b>		
Petersham Activities Centre for Children (PACC)	9,111	
<b>Pinnaroo OOSH Inc</b>		
Pinnaroo Vacation Care	7,836	
<b>Pittwater Council</b>		
Narrabeen Vacation Care	14,286	
<b>Pole Depot Neighbourhood Centre Inc</b>		
Pole Depot Vacation Care	13,037	
<b>Port Macquarie Neighbourhood Centre Inc</b>		
Port Macquarie Vacation Care	11,861	
<b>Port Stephens Council</b>		
Medowie Vacation Care	6,961	
Nelson Bay Vacation Care	13,546	
Raymond Terrace Vacation Care	4,686	
<b>Queanbeyan Children's Special Needs Group Inc</b>		
Queanbeyan Children's Special Needs Group – Holiday Program	2,278	
<b>Randwick Out of School Hours Care Centre</b>		
Randwick Out of School Vacation Care	7,856	
<b>Regional Social Development Group Inc</b>		
Deniliquin Vacation Care Program	14,256	
<b>Richmond Before &amp; After Care Association Inc</b>		
Richmond Vacation Care Centre	9,731	
<b>Riverwood Community Centre Inc</b>		
Riverwood Vacation Care	13,178	
<b>Rooty Hill Outside of School Hours Care Centre Inc</b>		
Rooty Hill Vacation Care	5,738	
<b>Rose Bay Out of School Care Centre Inc</b>		
Rose Bay Vacation Care	4,779	
<b>Rozelle Vacation Care Inc</b>		
Rozelle Vacation Care	7,842	
<b>Samaritans Youth Services</b>		
Southlakes Vacation Care	6,862	
Windale Vacation Care	21,378	
<b>Sapphire Community Centre Inc</b>		
Merimbula/Pambula Activity Centre	4,780	
<b>Seven Hills North P &amp; C Association SHNOOSH Care</b>		
SHNOOSH Care	9,958	
<b>SHARE Cooperative Society Ltd</b>		
Share Holiday Centre	10,097	
<b>Snugglepot Day Care Centre Inc</b>		
Snugglepot Cool Kidz Care	5,478	
<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b>		
Heckenberg Vacation Care	7,788	
<b>Southern Sydney Therapy Centre</b>		
Innovative Out of School Hours – Miranda	9,134	
<b>Springwood Neighbourhood Centre Cooperative Ltd</b>		
Tanderra Vacation Care	7,790	
<b>St Demiana &amp; St Athanasios Coptic Orthodox Church</b>		
St Demiana Vacation Care	4,963	
<b>St Mark's Coptic Orthodox Church</b>		
St Mark's Vacation Care Centre	9,519	
<b>St Marys District Baptist Church OOSH Care</b>		
St Marys District Baptist Church Vacation Care	11,345	
<b>Surry Hills Neighbourhood Centre Coop Ltd</b>		
Surry Hills Neighbourhood Centre Vacation Care	4,781	
<b>Sutherland Shire Council</b>		
Engadine Holiday Centre	7,172	
Loftus Holiday Centre	4,809	
Lucas Heights Vacation Care	11,852	
Miranda/Caringbah Holiday Centre	14,174	
Sutherland Holiday Centre	11,834	
<b>Swansea Community Cottage Inc</b>		
Caves Beach Vacation Care Centre	6,684	
Swansea Vacation Care	23,976	
<b>Sydney University Settlement</b>		
Sydney University Settlement – Vacation Care	19,777	
<b>Tamworth Youth Care Inc</b>		
Coledale Vacation Care	4,231	
<b>Temora Community Centre Inc</b>		
Temora Vacation Care	1,704	
<b>Thankakali Aboriginal Corporation</b>		
Thankakali Holiday Program	5,738	
<b>The Factory Community Centre Inc</b>		
The Factory Vacation Care	8,180	
<b>The Junction Works Inc</b>		
Community 2168 Out of School Activity & Vacation Care Program	9,519	
Holsworthy Vacation Care	3,690	
<b>The Rainbow Activity Centre Inc</b>		
The Rainbow Activity Centre Holiday Program	7,098	
<b>The Toy Box Centre Inc</b>		
Toybox Holiday Programs	8,030	
<b>The Uniting Church in Aust Property Trust (NSW)</b>		
Quakers Hill Family Centre Outside of School Hours Care Services	11,434	
The Ella Community Centre Vacation Care	14,538	
<b>Tibooburra Multi Purpose Centre Inc</b>		
Tibooburra Multi-Purpose Centre – Vacation Care	4,593	
<b>Toongabbie Before &amp; After School Care &amp; Vacation Care Inc</b>		
Toongabbie Vacation Care	7,860	
<b>Toongabbie Christian School</b>		
Toongabbie Christian School Vacation Care	10,734	
<b>Trustees Roman Catholic Church Diocese of Lismore</b>		
Laurieton Vacation Care	5,206	
<b>Tweed Shire Vacation Care Association</b>		
Murwillumbah Vacation Care	4,125	
Tweed Heads Vacation Care	7,148	
Tweed Heads Vacation Care	6,920	
<b>University of New England</b>		
Yarm Gwanga Vacation Care	11,815	
<b>Wagga Wagga East Before &amp; After School Care Centre Inc</b>		
Wagga Wagga East Vacation Care	5,244	
<b>Walgett Aboriginal Medical Service Coop Ltd</b>		
Walgett Vacation Care	13,804	
<b>Walgett Shire Council</b>		
Collarenebri Vacation Care	3,242	
Grawin Vacation Care	3,494	
Lightning Ridge Vacation Care	7,626	
<b>Warren Shire Council</b>		
Warren Youth Centre Vacation Care	3,053	
<b>Warringah Council</b>		
Allambie Heights Vacation Care	8,622	
Beacon Hill Juniors Vacation Care	9,483	
Beacon Hill Seniors Vacation Care	9,483	
Cromer Juniors Vacation Care	9,493	
Cromer Seniors Vacation Care	9,482	
Forestville Vacation Care	9,471	
<b>WCOOSC Inc</b>		
Waverley Community Out of School Care	11,853	
<b>Wee Waa &amp; District H.A.C.C. Association Inc</b>		
Wee Waa (Namoj) Vacation Care	8,853	
<b>Wentworth Falls After School Care Inc</b>		
Wentworth Falls Vacation Care	4,777	
<b>Willoughby City Council</b>		
Artarmon Kid's Cottage Vacation Care	15,869	
Bales Park Vacation Care	8,100	
Chatswood OOSH	8,100	

## Children's Services Program (cont.)

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<b>Wyoming Community Centre Inc</b>	
Wyoming Community Centre Vacation Care	8,535
<b>Wyong Shire Council</b>	
Bateau Bay Vacation Care	4,310
Gorokan Vacation Care	6,418
Northlakes Vacation Care Centre	4,310
Ourimbah Children's Centre Vacation Care	8,825
Wyong Vacation Care	4,302
<b>YMCA</b>	
Arncliffe Vacation Care	13,165
Blaxland YMCA Vacation Care	5,248
Broken Hill Vacation Care Centre	7,488
Campbelltown City YMCA Vacation Care	4,670
Greenacre YMCA Vacation Care	4,777
Queanbeyan YMCA Vacation Care	13,030
Revesby YMCA Vacation Care	11,554
<b>YWCA</b>	
YWCA Vacation Care Centre – Cooks Hill	11,783

## Community Services Grants Program

## Child Protection Project

<b>Dympna House Inc</b>	
Dympna House	127,312
<b>Shared Vision Aboriginal Corporation</b>	
Box Ridge Child Protection Project	6,422
Jubullum Kids Lifestyle Enhancement Project	72,516
<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b>	
Green Valley Family & Children's Service	59,750
<b>Swinson Cottage Family Centre Inc</b>	
Swinson Cottage Family Centre	159,381
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Jannawi Family Centre Child Protection Program	300,238
The Cottage Family Care Centre	387,566

## Child Sexual Assault Program

<b>Aboriginal Medical Service Cooperative Ltd</b>	
Child Sexual Assault Project – Redfern	118,940
<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>	
Child Protection Service – Goulburn	
Eurobodalla Child & Adolescent Sexual Assault Service	
<b>Armidale &amp; District Women's Centre Inc</b>	
Armidale & District Child Sexual Assault Counselling Service	83,360
<b>Association of Children's Welfare Agencies Inc</b>	
Child Sexual Assault Project – Sydney	76,316
<b>Bankstown Women's Health Centre Inc</b>	
Child Sexual Assault Project – Bankstown	71,576
<b>Barnardos Australia</b>	
Child & Adolescent Sexual Assault Project – Auburn	66,059
<b>Campbelltown Family Support Service Inc</b>	
Families of Sexually Abused Children	7,127
<b>Centacare</b>	
Centacare Child Sexual Assault Counselling Service	73,474
Vietnamese Child Protection Service	82,021
<b>Central West Womens Health Centre Inc</b>	
Child Sexual Assault Service – Bathurst	80,736
<b>Department of Health</b>	
Child Sexual Assault Service Gosford	136,261
Coffs Harbour Child & Adolescent Sexual Assault	150,530
Taree Child Sexual Assault Unit	74,993
<b>Linden Place Inc</b>	
Child Sexual Assault Counselling Service – Wagga Wagga	81,892

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<b>Lismore Neighbourhood Centre Inc</b>	
Centre Against Child Sexual Assault	76,319
<b>Riverwood Community Centre Inc</b>	
Child Sexual Assault Service – Riverwood	76,840
<b>Rosebank Child Sexual Abuse Service Inc</b>	
Rosebank Child Sexual Abuse Service	160,128
<b>Rosemount Youth &amp; Family Services Inc</b>	
Child Sexual Assault Counselling Service – Marrickville	117,424
<b>The Wollongong West Street Centre</b>	
The Wollongong West Street Centre	215,928
<b>Upper Blue Mountains Child Protection Service Inc</b>	
The Gunedoo Centre	301,388
<b>Commonwealth Grant (Child Abuse Prevention Centre)</b>	
<b>Child Abuse Prevention Service (Sydney) Inc</b>	
Child Abuse Prevention Service – Ashfield	157,231
<b>Peak, Coordination &amp; Resource Project</b>	
<b>Protective Behaviours Consultancy Group of NSW Inc</b>	
Protective Behaviours Consultancy Group of NSW	87,851

## COMMUNITY DEVELOPMENT

## Aboriginal Services Enhancement

<b>Mindaribba Local Aboriginal Land Council</b>	
Mindaribba L A L C Project Officer	84,467
<b>General</b>	
<b>Albury Wodonga Volunteer Resource Bureau Inc</b>	
Albury Wodonga Volunteer Resource Bureau	13,778
<b>Anglicare – Welfare Services</b>	
Fathers & Their Children	58,188
<b>Auburn Community Development Network</b>	
Auburn Community Development Service	74,416
Administration Support Service	40,880
<b>Aunties &amp; Uncles (Illawarra) Inc</b>	
Aunties & Uncles – Illawarra	36,738
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>	
Awabakal Project Co-ordinator	53,247
<b>Bankstown Community Resource Group Inc</b>	
Community Development Officer Project – Bankstown	87,256
<b>Blacktown City Council</b>	
Community Development Officer – Blacktown Council	38,973
<b>Bland Shire Council</b>	
Community Development Officer – Bland Council	37,060
<b>Bligh Park Community Services Inc</b>	
Community Worker – Bligh Park	70,289
<b>Brewarrina Shire Council</b>	
Youth & Community Development Officer – Brewarrina	40,053
<b>Butucarbin Aboriginal Corporation</b>	
Aboriginal Community Development/Adult Education	177,052
<b>Cabramatta Community Centre Inc</b>	
Reaching The Heights	161,352
<b>Camden Community Connections Inc</b>	
Manager, Camden Area Resource Centre	50,000
<b>Casino Neighbourhood Centre Inc</b>	
Community Development Project – Casino	40,839
<b>Cassia Community Centre/Holroyd Community Development Assoc Inc</b>	
Cassia Community Services	164,414
<b>Central Coast Multicultural Children's Resource Centre Inc</b>	
Multicultural Resource Centre	50,000
<b>Central Coast Voluntary Treasurers Support Service Inc</b>	
Central Coast Voluntary Treasurers Support Service	62,387

## Community Services Grants Program (cont.)



<b>Cessnock City Council</b>			<b>Kincumber &amp; District Neighbourhood Centre Inc</b>		
Cessnock Community Worker Project	31,112		Kincumber Neighbourhood Centre		67,157
<b>Community Activities Lake Macquarie Inc</b>			<b>Lake Macquarie City Council</b>		
Community Development Options	216,102		Aboriginal Community Worker – Speers Point		29,456
<b>Community Links Wollondilly Inc</b>			<b>Link-Up (NSW) Aboriginal Corporation (Metro West)</b>		
Community Links Outreach Resource	75,346		Aboriginal Community Development Project – Link Up		57,555
<b>Community Management Advisory Project Inc.</b>			<b>Liverpool Districts Neighbourhood Centres Assoc</b>		
Lake Macquarie Community Management & Advisory Project	86,962		Cecil Hills Community Centre		79,583
<b>Community Programs Inc</b>			<b>Liverpool Women's Resource Centre Inc</b>		
Core Administration – Grafton	20,515		Women's Community Outreach Worker		80,522
<b>Community Resource Network 'Servicing the Blacktown and Surrounding Local Government Areas'</b>			<b>Lower Mountains Neighbourhood Centre Inc</b>		
Community Development Policy	134,686		Lower Mountains Community Projects		127,395
<b>Creating Links Cooperative Ltd</b>			<b>Macarthur Community Forum Inc</b>		
Family & Community Transition	77,076		Macarthur Community Forum		96,212
<b>Cynthia Street Neighbourhood Centre Inc</b>			<b>Macarthur Diversity Services Inc</b>		
Cynthia Street Neighbourhood Centre	55,294		South Pacific Island Community Worker – Campbelltown		49,959
<b>Dean Park Community Development Committee Inc</b>			<b>Maitland City Council</b>		
Dean Park Community Development Worker	75,339		Maitland Community Worker Project		31,112
<b>Fairfield Community Resource Centre</b>			<b>Manning Support Services Inc</b>		
Community Development Project – Fairfield	99,167		Volunteering Connections		17,401
Community Services	363,118		<b>Maryland Activities Group Inc</b>		
<b>Glenmore Park Community Projects Inc</b>			Community Worker Outreach		66,133
Glenmore Park Community Worker	40,936		<b>Mid Mountains Neighbourhood Centre Inc</b>		
<b>Great Lakes Council</b>			Mid-Mountains Neighbourhood Centre		87,925
Great Lakes Community Development Officer	31,112		<b>Muswellbrook Shire Council</b>		
<b>Greater Taree City Council</b>			Muswellbrook Community Worker Project		31,112
Taree Council Aboriginal Community Worker	23,860		<b>Nambucca Shire Council</b>		
<b>Greenacre Area Neighbourhood Centre</b>			Aboriginal Community Worker – Nambucca Shire Council		50,000
Greenacre Area Community Services Project	92,961		<b>Nicholli Cottage Neighbourhood Centre Inc</b>		
<b>Harris Park Community Centre Inc</b>			Wentworthville Community Development Worker		81,271
Harris Park Community Centre	73,381		Wentworthville Estate Young Person's Worker		62,245
<b>Hawkesbury Area Women &amp; Kids Services Collective Inc</b>			<b>Northern Rivers Social Development Council Inc</b>		
Hawkesbury Domestic Violence Project	69,178		Regional Community Services Development		64,624
<b>Hawkesbury City Council</b>			<b>Northern Settlement Services Ltd</b>		
Forgotten Valley Community Development & Youth Project	60,421		Pacific Islander Welfare Project		14,633
<b>Hillsong Youth Services Inc</b>			<b>Pacific Islander Welfare Project Incorporated</b>		
Migrant Youth Access Worker	64,467		Pacific Islander Welfare Project		43,901
<b>Holy Family Parish – Mount Druitt</b>			<b>Parks Community Network</b>		
Mount Druitt Family Holiday Program	14,982		Parks Community Network		293,310
<b>Illawarra Forum Inc</b>			<b>Penrith City Council</b>		
Community Services Coordination Project	43,001		Penrith Family Resource Workers		72,447
Resource Worker Project	73,393		<b>Port Stephens Council</b>		
<b>Information and Cultural Exchange Inc</b>			Port Stephens Community Worker Project		31,112
Community Information Development Project	70,139		<b>Quakers Hill Community Development Project</b>		
<b>Inner South West Community Development Organisation</b>			Quakers Hill Community Development Worker		74,841
Inner South West Community Development	102,206		<b>Randwick City Council</b>		
<b>International Social Services (NSW Region)</b>			Community Development Worker – Randwick		37,275
Inter Country Casework Project	77,059		<b>Richmond Community Services Inc</b>		
<b>Karabi Community &amp; Development Services Inc</b>			Richmond Community Project		128,360
Clerical Assistant for Arthur Philip & Caroline Chisholm Wards	15,109		<b>Riverina Medical &amp; Dental Aboriginal Corporation</b>		
<b>KARI Aboriginal Resource Inc</b>			Aboriginal Family Support – Wagga Wagga		40,958
Enrichment Program	248,194		<b>Scout Association of Australia NSW Branch</b>		
<b>Katoomba Neighbourhood Centre Ltd</b>			Isolated Country Area Development Project		28,264
Katoomba Neighbourhood Centre	168,277		<b>Seaboard Community Neighbourhood Services Inc</b>		
<b>Kempsey Neighbourhood Centre Inc</b>			Urunga Neighbourhood Centre		38,506
South Kempsey Neighbourhood Improvement Program	17,687		<b>Singleton Council</b>		
<b>Kempsey Shire Council</b>			Singleton Community Services Co-ordinator		46,007
Aboriginal Community Liaison Officer	62,626		<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b>		
			Aboriginal Program		82,048
			<b>Southern Highlands Youth Accommodation Service SP</b>		
			Adolescent & Family Counselling		73,885

## Community Services Grants Program (cont.)

\$

<b>SPYNS Inc</b>			
Penrith Aboriginal & Torres Strait Islander Neighbourhood Workers	134,648		
South Penrith Community Project	105,189		
<b>St Marys Area Community Development Project Inc</b>			
St Marys Area Community Development Project	117,061		
<b>Sutherland Shire Council</b>			
Community Worker – Generalist, Planning & Projects	57,077		
<b>The Family Centre Community Projects Inc</b>			
Aboriginal Torres Strait Islander Activities & Support Officer	47,867		
<b>The Hills Community Aid &amp; Information Service Inc</b>			
The Hills Community Aid	206,996		
<b>The Junction Works Inc</b>			
Co-ordinator – The Fields Neighbourhood Centre	73,668		
The Junction Works – Community Youth	64,758		
<b>The Uniting Church in Aust Property Trust (NSW)</b>			
Rouse Hill Outreach Project	86,723		
<b>Ulladulla &amp; District Community Resources Centre Inc</b>			
Domestic Violence Support Service – Ulladulla	43,718		
<b>Upper Hunter Shire Council</b>			
Upper Hunter Shire Community Workers	92,751		
<b>Volunteering Central Coast Inc</b>			
Central Coast Volunteer Referral Agency	63,569		
Community Outreach Project	21,312		
<b>Volunteering Coffs Harbour Inc</b>			
Volunteering Coffs Harbour	37,394		
<b>Wagga Wagga Community Resource Centre Inc</b>			
Wagga Wagga Volunteer Centre	17,066		
<b>Walgett Shire Council</b>			
Community Development Officer – Walgett Council	37,060		
<b>Warrawong Residents Forum Inc</b>			
Warrawong Community Development	67,965		
<b>Western Sydney Community Forum Inc</b>			
Learning and Development Project	102,676		
<b>WESTIR Ltd</b>			
Data Liberation Front	266,973		
<b>Wollondilly Community Development Committee Inc</b>			
Wollondilly Outreach Resource Service	75,347		
<b>Wollongong Women's Information Service Inc</b>			
Women's Court Support Worker	41,921		
<b>Women's Activities &amp; Self Help House – The WASH House</b>			
Community Development Project (The WASH House)	68,073		
<b>Woodville Community Service Inc</b>			
Fairfield East Community Development Worker	74,827		
Villawood East Community Development Worker	84,966		
<b>Woomera Aboriginal Corporation Albury</b>			
Community Development Project – Glenroy	44,513		
<b>Wyoming Community Centre Inc</b>			
Wyoming Community Worker	62,740		
<b>Local Government Salary Subsidies – Community</b>			
<b>Auburn Council</b>			
Salary Subsidy – Auburn Community Worker	12,309		
<b>Baulkham Hills Shire Council</b>			
Salary Subsidy – Baulkham Hills Community Worker	24,615		
<b>Blacktown City Council</b>			
Salary Subsidy – Blacktown	24,615		
<b>Blue Mountains City Council</b>			
Salary Subsidy – Blue Mountains Community Worker 1	12,307		
Salary Subsidy – Blue Mountains Community Worker 2	12,308		
<b>Botany Bay City Council</b>			
Salary Subsidy – Botany Community Worker	12,309		
<b>Broken Hill City Council</b>			
Salary Subsidy – Broken Hill Community Worker	11,422		
Salary Subsidy – Broken Hill Youth Worker	11,422		
<b>Burwood Council</b>			
Salary Subsidy – Burwood Community Worker	12,309		
<b>Cabonne Shire Council</b>			
Salary Subsidy – Cabonne Community Worker	11,422		
<b>Camden Council</b>			
Salary Subsidy – Camden Community Worker	12,309		
<b>Campbelltown City Council</b>			
Community Development – Campbelltown	24,619		
<b>Canterbury City Council</b>			
Salary Subsidy – Canterbury Community Worker	12,309		
<b>City of Canada Bay Council</b>			
Salary Subsidy – Drummoyne Community Worker	12,309		
<b>City of Ryde Council</b>			
Salary Subsidy – Ryde Community Worker	12,309		
<b>City of Sydney Council</b>			
Salary Subsidy – Sydney Community Worker 1	12,307		
Salary Subsidy Sydney Community Worker 2	12,308		
<b>Cobar Shire Council</b>			
Salary Subsidy – Cobar Community Worker	11,422		
<b>Coffs Harbour City Council</b>			
Salary Subsidy – Coffs Harbour Community Worker	12,309		
<b>Dubbo City Council</b>			
Salary Subsidy – Dubbo Community Worker 2	11,422		
<b>Fairfield City Council</b>			
Salary Subsidy – Fairfield Community Worker	12,309		
<b>Glen Innes Severn Council</b>			
Salary Subsidy – Glenn Innes Community Worker	12,309		
<b>Gosford City Council</b>			
Salary Subsidy – Gosford Community Worker 1	12,307		
Salary Subsidy – Gosford Community Worker 2	12,308		
<b>Greater Taree City Council</b>			
Salary Subsidy – Greater Taree Community Worker	12,309		
<b>Gunnedah Shire Council</b>			
Subsidy – Gunnedah Community Worker	12,309		
<b>Hawkesbury City Council</b>			
Salary Subsidy – Hawkesbury Community Worker	12,309		
<b>Holroyd City Council</b>			
Salary Subsidy – Holroyd Community Worker	12,309		
<b>Hunters Hill Municipal Council</b>			
Salary Subsidy – Hunters Hill Community Worker	12,309		
<b>Hurstville City Council</b>			
Salary Subsidy – Hurstville Community Worker	12,309		
<b>Kiama Municipal Council</b>			
Salary Subsidy – Kiama Community Worker			
<b>Ku-ring-gai Council</b>			
Salary Subsidy – Ku-ring-gai Community Worker	12,309		
<b>Lake Macquarie City Council</b>			
Salary Subsidy – Lake Macquarie City Community Worker	12,309		
<b>Lane Cove Council</b>			
Salary Subsidy – Lane Cove Community Worker	12,309		
<b>Leichhardt Municipal Council</b>			
Salary Subsidy – Leichhardt Community Worker 1	12,309		
Salary Subsidy – Leichhardt Community Worker 2	12,309		
<b>Lismore City Council</b>			
Salary Subsidy – Lismore Community Worker	12,309		
<b>Liverpool City Council</b>			
Salary Subsidy – Liverpool Community Worker	12,309		
<b>Manly Council</b>			
Salary Subsidy – Manly Community Worker	12,309		
<b>Marrickville Council</b>			
Salary Subsidy – Marrickville Community Worker	12,309		

## Community Services Grants Program (cont.)



<b>Moree Plains Shire Council</b> Salary Subsidy – Moree Plains Community Worker	12,309	<b>Australian Lebanese Christian Federation Inc</b> Multicultural Development Project – Punchbowl	122,304
<b>Murray Shire Council</b> Salary Subsidy – Youth Initiatives Officer	11,776	<b>Australian Red Cross Society</b> Migrant Youth Orientation Program	48,688
<b>Newcastle City Council</b> Salary Subsidy – Newcastle Community Worker 1 Salary Subsidy – Newcastle Community Worker 2	14,564 12,309	<b>Australian Turkish &amp; Kurdish Community Services Cooperative Ltd</b> Centre Co-ordinator – Auburn	46,855
<b>North Sydney Council</b> Salary Subsidy – North Sydney Community Worker 1 Salary Subsidy – North Sydney Community Worker 2	12,307 12,308	<b>Australo-Lebanese Christian Council Inc</b> Community Welfare Worker – Guildford	49,068
<b>Orange City Council</b> Salary Subsidy – Orange Community Worker	11,422	<b>Bankstown Area Multicultural Network Inc</b> Migrant Community Development Project	88,371
<b>Parramatta City Council</b> Salary Subsidy – Parramatta Community Worker	12,309	<b>Cabramatta Community Centre Inc</b> Cabramatta Young Women's Project Multicultural Aged Resource Worker Multilingual Outreach Service	73,736 72,198 83,367
<b>Penrith City Council</b> Salary Subsidy – Penrith Community Worker	12,309	<b>CO AS IT Italian Association of Assistance</b> Youth Project – Ashfield	61,387
<b>Queanbeyan City Council</b> Salary Subsidy – Queanbeyan Community Worker	12,309	<b>Granville Multicultural Community Centre Inc</b> Auburn/Granville Community Development	74,294
<b>Randwick City Council</b> Salary Subsidy – Randwick Community Worker 1 Salary Subsidy – Randwick Community Worker 2	12,307 12,308	<b>Holroyd Parramatta Migrant Services Inc</b> Migrant Services Development Worker Co-ordinator	83,961
<b>Rockdale City Council</b> Salary Subsidy – Rockdale Community Worker	12,309	<b>Illawarra Multicultural Services Inc</b> Multicultural Project – Wollongong & Shellharbour Serbian Community Worker	61,593 38,322
<b>Shellharbour City Council</b> Salary Subsidy – Shellharbour Community Worker	12,309	<b>Immigrant Women's Speakout Association of NSW Inc</b> Immigrant Women's Resource Centre	84,289
<b>Shoalhaven City Council</b> Salary Subsidy – Shoalhaven Community Worker	12,480	<b>Italian Welfare Organisation Inc</b> Italian Community Worker	39,998
<b>Sutherland Shire Council</b> Salary Subsidy – Sutherland Community Worker 1 Salary Subsidy – Sutherland Community Worker 2	12,309 12,309	<b>Lebanese Moslem Association</b> Social Worker Project – Lakemba Welfare Counsellor Project	36,464 35,227
<b>Warringah Council</b> Salary Subsidy – Warringah Community Worker	12,309	<b>Macarthur Arabic Australian Welfare Centre Inc</b> Access & Equity – Campbelltown	41,060
<b>Waverley Council</b> Salary Subsidy – Waverley Community Worker	12,309	<b>Macarthur Diversity Services Inc</b> Bilingual Team	45,930
<b>Willoughby City Council</b> Salary Subsidy – Willoughby Community Worker	12,309	<b>Macedonian Welfare Centre Inc</b> Macedonian Welfare Centre	71,783
<b>Wingecarribee Shire Council</b> Salary Subsidy – Wingecarribee Community Worker	12,309	<b>May Murray Neighbourhood Centre Inc</b> Multicultural Project – May Murray 1	77,131
<b>Wollondilly Shire Council</b> Salary Subsidy – Wollondilly Community Worker	12,309	<b>Multicultural Neighbourhood Centre Inc</b> Multicultural Youth Project – Broadmeadow	18,267
<b>Wollongong City Council</b> Salary Subsidy – Wollongong Community Worker 1 Salary Subsidy – Wollongong Community Worker 2 Salary Subsidy – Wollongong Community Worker 3	12,309 12,309 12,309	<b>Northern Settlement Services Ltd</b> Filipino Welfare Service	64,551
<b>Wyong Shire Council</b> Salary Subsidy – Wyong Community Worker	12,309	<b>NSW Spanish &amp; Latin American Association for Social Assistance Inc</b> Family Support Worker/Spanish & Latin American Assistance Centre	57,537
<b>Multicultural Project</b>		<b>NSW Vietnamese Elderly Friendship Assoc Inc</b> Aged Care & Community Development Worker	13,338
<b>Arab Council Australia Inc</b> Arabic Welfare Centre	64,077	<b>Outer Liverpool Community Services Inc</b> Outer Liverpool Community Services	190,193
<b>Auburn Asian Welfare Centre Inc</b> Asian Welfare Service	98,592	<b>Polish Welfare &amp; Information Group</b> Polish Welfare & Information Group	3,325
<b>Australian Antiochian Orthodox Church Diocese Welfare Services</b> Crisis Resolution Program B – Families	17,337	<b>Queanbeyan Multilingual Centre Inc</b> Ethnic Welfare Worker Project – Queanbeyan	54,173
<b>Australian Chinese Descendants Mutual Association</b> Chinese Community Development Officers	63,175	<b>South Coast Portuguese Association Ltd</b> Development Information & Referral Service	31,264
<b>Australian Lebanese Association of NSW Ltd</b> Information & Welfare Officer Project	58,431	<b>South East Neighbourhood Centre</b> Multicultural Liaison Project	56,341
		<b>Spanish &amp; Latin American Community Organisation Inc</b> Spanish Community Development Worker	82,128
		<b>Surry Hills Neighbourhood Centre Coop Ltd</b> Surry Hills Information & Resource Project for People with NESB	34,927
		<b>The Association of Bhanin El-Minieh</b> Community Development Worker Project – Auburn	55,013

## Community Services Grants Program (cont.)

	\$		
<b>The Fraternal Society of Tripoli &amp; Mena Districts Ltd</b>			
Arabic Community Worker – Lakemba	65,053	<b>Chester Hill Neighbourhood Centre Inc</b>	70,025
<b>Vietnamese Association of Wollongong</b>		Chester Hill Neighbourhood Centre	9,746
Vietnamese Association of Wollongong	58,197	Clerical Assistant – Chester Hill	78,226
<b>Wyoming Community Centre Inc</b>		Community Worker – North Bankstown	
Central Coast Multicultural Project	56,877	<b>Christian Community Aid Service Inc</b>	17,734
<b>Yugoslav-Australian Welfare Association Inc</b>		Eastwood Neighbourhood Centre	
Information & Referral Service – Newtown	61,499	<b>Claymore Neighbourhood &amp; Youth Centres Inc</b>	60,678
		Claymore Neighbourhood Centre	
<b>Neighbourhood Centres</b>		<b>Coledale Community Group Inc</b>	35,794
<b>Airds Bradbury Community Centre Inc</b>		Coledale Community Centre	
Airds Bradbury Community Centre	56,714	<b>Community Resource Network 'Servicing the Blacktown and Surrounding Local Government Areas'</b>	67,302
Airds Bradbury Neighbourhood Centre	65,490	Executive Officer – Policy	
<b>Albion Park Neighbourhood Association Inc</b>		<b>Coolaburoo Neighbourhood Centre Inc</b>	103,399
Albion Park Community Worker	54,940	South Bankstown Community Development Officer Project	
<b>Albury Wodonga Community Centre Inc</b>		<b>Coonamble Neighbourhood Centre Inc</b>	27,847
Genecho Community Project	42,359	Coonamble Neighbourhood Centre	
<b>Appin, Wilton &amp; Douglas Park Neighbourhood Centre</b>		<b>Cowra Information &amp; Neighbourhood Centre</b>	122,866
Neighbourhood Centre – Appin, Wilton & Douglas Park	4,086	Cowra Information & Neighbourhood Centre	
<b>Armidale Neighbourhood Centre Inc</b>		<b>Creating Links Cooperative Ltd</b>	73,095
Armidale Neighbourhood Centre	27,137	Neighbourhood Centre – Bankstown	
<b>Australian Antiochian Orthodox Church Diocese Welfare Services</b>		<b>Cringila Community Cooperative</b>	37,394
Crisis Resolution Program A – Families	50,823	Assistance Co-ordinator/Community Development Worker	
<b>Ballina &amp; District Community Services Assoc Inc</b>		<b>Crookwell Neighbourhood Centre Inc</b>	22,229
Ballina Information & Referral Service	53,307	Crookwell Neighbourhood Centre	
<b>Bathurst Information &amp; Neighbourhood Centre Inc</b>		<b>Crossroads Community Care Centre Inc</b>	53,253
Bathurst Information & Neighbourhood Centre	47,467	Community Services Project – Miranda	53,212
<b>Bay &amp; Basin Community Resources Inc</b>		Family Support	
Community Development Worker – Sanctuary Point	79,638	<b>Denman &amp; District Development Association Inc</b>	54,549
<b>Bellambi Neighbourhood Centre Inc</b>		Denman Neighbourhood Development Project	
Bellambi Neighbourhood Centre	60,259	<b>Drummoyne Community Centre Inc</b>	59,595
<b>Bellingen Neighbourhood Centre Inc</b>		Drummoyne Community Centre	
Bellingen Neighbourhood Centre	54,205	<b>Dubbo Neighbourhood Centre Incorporated</b>	28,109
<b>Belmont Neighbourhood Centre Inc</b>		Dubbo Neighbourhood Centre	
Belmont Neighbourhood Centre	70,716	<b>Dundas Area Neighbourhood Centre</b>	55,338
<b>Berkeley Development Association Inc</b>		Neighbourhood Centre – Dundas	
Berkeley Community Development Project	85,083	<b>Dungog Information &amp; Neighbourhood Service</b>	67,854
<b>Berkeley Vale Neighbourhood Centre</b>		Dungog Information & Neighbourhood Service	
Berkeley Vale Neighbourhood Centre – Neighbourhood	63,012	<b>ECHO Bondi Junction Neighbourhood Centre Inc</b>	61,914
<b>Blackheath Area Neighbourhood Centre Inc</b>		ECHO Neighbourhood Centre	
Blackheath Area Neighbourhood Centre	109,934	<b>Edgeworth Memorial Neighbourhood Centre Inc</b>	53,822
<b>Bucketts Way Neighbourhood Group Inc</b>		Edgeworth Memorial Neighbourhood Centre	
Bucketts Way Neighbourhood Group	66,193	<b>Emu Community Project Inc</b>	64,115
<b>Burwood Community Welfare Services Inc</b>		Community Development Worker Project – Emu Plains	
Skead House – Burwood Neighbourhood Centre	74,382	<b>Engadine District Community Aid &amp; Information Service Inc</b>	39,042
<b>Cabramatta Community Centre Inc</b>		Engadine District Community Aid & Information Service	
Cabramatta Community Co-ordinator	137,039	<b>Forster Neighbourhood Centre Inc</b>	74,811
<b>Camden Community Connections Inc</b>		Forster Neighbourhood Centre	
Camden Area Neighbourhood Centre	71,811	<b>Georges River Community Service Inc</b>	38,059
<b>Canterbury City Community Centre Inc</b>		Georges River Community Service Neighbourhood Centre	
Neighbourhood Centre Project – Lakemba	36,102	<b>Gladesville Community Aid &amp; Information Service Inc</b>	34,202
<b>Canterbury City Council</b>		Neighbourhood Centre – Gladesville	
Canterbury Mobile Information Service	55,138	<b>Glen Innes &amp; District Community Centre Inc</b>	41,779
<b>Canterbury Earlwood Caring Association Ltd</b>		Glen Innes & District Community Centre	
Earlwood Caring Community Centre	76,418	<b>Glossodia Community Information Centre</b>	70,415
<b>Casino Neighbourhood Centre Inc</b>		Glossodia Community Information Centre	
Casino Neighbourhood Centre	54,922	<b>Gosford City Community &amp; Information Service</b>	36,119
<b>Centacare</b>		Gosford/Narara Neighbourhood Centre	
STS Community Centre	64,255	<b>Graceades Community Cottage</b>	77,504
		Graceades Community Cottage	
		<b>Granville Multicultural Community Centre Inc</b>	54,696
		Community Welfare Worker – Granville	62,326
		Co-ordinator Granville Multicultural Community Centre	

## Community Services Grants Program (cont.)

	\$		
<b>Green Point Community Centre Inc</b>			
Green Point Community Centre	53,256		
<b>Griffith Neighbourhood House Community Centre Inc</b>			
Griffith Neighbourhood House – Community Centre	55,668		
<b>Gundagai Neighbourhood Centre Inc</b>			
Gundagai Neighbourhood Centre	20,555		
<b>Guyra Neighbourhood Centre Inc</b>			
Guyra Neighbourhood Centre	23,038		
<b>Gwydir Shire Council</b>			
Bingara Neighbourhood Centre	8,568		
<b>Hawkesbury Area Women &amp; Kids Services Collective Inc</b>			
The Women's Cottage	107,185		
<b>Hawkesbury Community Outreach Services Inc</b>			
Colo Wilderness Mobile Resource Unit	69,502		
<b>Helensburgh Community Centre Inc</b>			
Community Centre Project – Helensburgh	49,714		
<b>Hewitt House Neighbourhood Centre Inc</b>			
Neighbourhood Centre Project – Guildford	73,328		
<b>Highlands Community Centres Inc</b>			
Highlands Community Centres	196,016		
<b>Holdsworth Street Community Centre</b>			
Family Support Neighbourhood Centre	26,325		
<b>Hornsby Heights Neighbourhood Centre Inc</b>			
Hornsby Heights Neighbourhood Centre	5,394		
<b>Illawarra Community Services Inc</b>			
Dapto Neighbourhood Centre	23,912		
Neighbourhood Centre – Dapto	61,846		
<b>Jannali Neighbour Aid (Nightingale) Inc</b>			
Neighbourhood Centre – Jannali	29,678		
<b>Jesmond Neighbourhood Centre Inc</b>			
Jesmond Neighbourhood Centre	69,688		
<b>Junee Community Centre Inc</b>			
Junee Community Centre	26,280		
<b>Karabi Community &amp; Development Services Inc</b>			
Community Development Project – Karabi	72,197		
Manager/Community Development Worker	70,022		
<b>Kariong Neighbourhood Centre Inc</b>			
Kariong Neighbourhood Centre	58,244		
<b>Kempsey Neighbourhood Centre Inc</b>			
Kempsey Neighbourhood Centre	58,199		
<b>Kids Activity Centre Ltd</b>			
Mount Druitt Community Cottage	46,587		
<b>Kings Cross Community &amp; Information Centre Inc</b>			
Neighbourhood Centre – Potts Point	33,664		
<b>Kingsgrove Community Aid Centre Inc</b>			
Neighbourhood Centre – Kingsgrove	26,551		
<b>Kogarah Community Services Inc</b>			
Neighbourhood Centre – Kogarah	61,295		
<b>Kooloora &amp; Soldiers Settlement Community Centre Inc</b>			
Kooloora Community Centre	101,001		
<b>KU Children's Services</b>			
KU Community Development Worker	64,383		
<b>Kurri Kurri Community Centre Inc</b>			
Kurri Kurri Neighbourhood Centre	51,674		
<b>Lavington/Springdale Heights Community Centre Inc</b>			
Lavington Springdale Heights Community Centre	62,075		
<b>Lifeline – Broken Hill Inc</b>			
Neighbourhood Centre Project – Broken Hill	32,713		
<b>Lismore Neighbourhood Centre Inc</b>			
Lismore Neighbourhood Centre	68,287		
<b>Lithgow Information &amp; Neighbourhood Centre Inc</b>			
Lithgow Information & Neighbourhood Centre	61,115		
<b>Liverpool Districts Neighbourhood Centres Assoc</b>			
Heckenberg – Busby Neighbourhood Centre	80,087		
Liverpool Central/Warwick Farm Development Worker	83,799		
Liverpool Neighbourhood Centre	81,274		
Lurnea Neighbourhood Centre	83,433		
<b>Macarthur Diversity Services Inc</b>			
Arabic Community Worker – Minto	63,481		
<b>Maitland Neighbourhood Centre Inc</b>			
Maitland & Woodberry Neighbourhood Centres	143,663		
<b>Manly Community Centre Inc</b>			
Manly Community Centre	46,011		
<b>Manning Valley Neighbourhood Services Inc</b>			
Manning Valley Neighbourhood Centre	73,537		
<b>Marayong House Neighbourhood Centre Inc</b>			
Marayong House Neighbourhood Centre	64,522		
<b>Maryland Activities Group Inc</b>			
Maryland Neighbourhood Centre	71,544		
<b>May Murray Neighbourhood Centre Inc</b>			
Community Development – May Murray 2	138,907		
<b>Meeting House Inc</b>			
Meeting House Neighbourhood Centre	24,854		
<b>Menai District Neighbourhood Service Inc</b>			
Menai District Community Resource Centre	78,562		
<b>Mid Richmond Neighbourhood Centre Inc</b>			
Mid Richmond Neighbourhood Centre	48,229		
<b>Mid-Western Regional Council</b>			
Mid-Western Regional Council Community Project Officer	45,189		
<b>Mission Australia</b>			
Newcastle Community Development Program	76,672		
<b>Moree Neighbourhood Centre Inc</b>			
Moree Neighbourhood Centre	51,212		
<b>Mountain Women's Resource Centre</b>			
Mountain Women's Resource Centre	76,029		
<b>Mountains Community Resource Network Inc</b>			
Community Resource Network	94,177		
<b>Mountains Outreach Community Service Inc</b>			
Mountain Outreach Community Service	135,085		
<b>Mullumbimby &amp; District Neighbourhood Centre Inc</b>			
Mullumbimby & District Neighbourhood Centre	47,766		
Mullumbimby Women's Service	22,928		
<b>Multicultural Neighbourhood Centre Inc</b>			
Multicultural Neighbourhood Centre – Broadmeadow	72,505		
<b>Murwillumbah Community Centre Inc</b>			
Murwillumbah Community Centre	47,764		
<b>Nambucca Valley Neighbourhood Centre Inc</b>			
Nambucca Valley Neighbourhood Centre	52,705		
<b>Narrabri &amp; District Community Aid Service Inc</b>			
Narrabri Neighbourhood Centre	53,577		
<b>Neighbourhood Development Team – Erskine Park Inc</b>			
Neighbourhood Development Team – Erskine Park	81,928		
<b>New School of Arts Neighbourhood House Inc</b>			
New School of Arts Neighbourhood House – South Grafton	27,031		
Valley Volunteers	37,394		
<b>Newtown Neighbourhood Centre Inc</b>			
Newtown Neighbourhood Centre	98,584		
<b>Nimbin Neighbourhood &amp; Information Centre Inc</b>			
Nimbin Neighbourhood & Information Centre	47,937		
<b>North Kiama Neighbourhood Centre</b>			
North Kiama Neighbourhood Centre	51,724		
<b>North Richmond Community Centre Inc</b>			
Neighbourhood Centre Co-ordinator – North Richmond	67,180		

## Community Services Grants Program (cont.)

\$

<b>North Ryde Community Aid &amp; Information Centre Inc</b> North Ryde Community Aid & Information Centre Project	15,120	<b>Southlake Community Services Inc</b> Community Development Project	74,462
<b>North St Marys Neighbourhood Centre Inc</b> North St Marys Neighbourhood Centre	93,845	<b>Springwood Neighbourhood Centre Cooperative Ltd</b> Springwood Neighbourhood Centre	116,864
<b>Northern Beaches Community Service Ltd</b> Neighbourhood Centre & Community Information Programs Mobile Information Service	85,726 28,885	<b>SPYNS Inc</b> Cranebrook Community Development Project	55,412
<b>Northern Suburbs Community Development Project Inc</b> Bullii Community Centre	53,017	<b>St Clair Youth &amp; Neighbourhood Team Inc</b> St Clair Community Project	117,364
<b>Orange City Council</b> Orange Neighbourhood Centre	67,269	<b>St George Community Services Inc</b> St George Community Services Neighbourhood Centre	41,027
<b>Our Community Place Inc</b> Our Community Place Incorporated	72,950	<b>Sugarvalley Neighbourhood Advancement Group</b> Sugar Valley Neighbourhood Centre & Youth Projects	105,998
<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b> Parkes Neighbourhood Centre	54,746	<b>Surry Hills Neighbourhood Centre Coop Ltd</b> Surry Hills Neighbourhood Centre	58,172
<b>Peninsula Community Centre Inc</b> Peninsula Community Centre	58,329	<b>Sutherland Shire Information &amp; Community Service Inc</b> Sutherland Shire Information & Community Service	45,232
<b>Pole Depot Neighbourhood Centre Inc</b> Pole Depot Neighbourhood Centre	99,364	<b>Swansea Community Cottage Inc</b> Swansea Community Cottage	79,106
<b>Port Kembla Community Project Inc</b> Port Kembla Community Outreach Project	67,770	<b>Sydney University Settlement</b> Settlement Neighbourhood Centre	104,580
<b>Port Macquarie Neighbourhood Centre Inc</b> Port Macquarie Neighbourhood Centre Wauchope Information & Neighbourhood Centre	62,235 39,377	<b>Tamworth Youth Care Inc</b> Coledale Community Centre	35,794
<b>Raymond Terrace Neighbourhood Centre Inc</b> Raymond Terrace Neighbourhood Centre	76,257	<b>Temora Community Centre Inc</b> Neighbourhood Centre – Temora	43,289
<b>Regional Social Development Group Inc</b> Deniliquin Neighbourhood Centre	65,567	<b>The Entrance Neighbourhood Centre Inc</b> The Entrance Neighbourhood Centre	61,642
<b>Riverstone Neighbourhood Centre &amp; Community Aid Service Inc</b> Riverstone Neighbourhood Centre & Community Aid	55,563	<b>The Factory Community Centre Inc</b> Community Program – The Factory Community Centre	61,894
<b>Riverwood Community Centre Inc</b> Riverwood Neighbourhood Centre	98,036	<b>The Junction Neighbourhood Centre Inc</b> Neighbourhood Centre Project	61,527
<b>Rockdale Community Services Inc</b> Neighbourhood Centre – Rockdale	60,856	<b>The Junction Works Inc</b> Tallowood Community Centre Wattle Grove Neighbourhood Centre	50,111 73,379
<b>Rozelle Neighbourhood Centre Inc</b> Rozelle Neighbourhood Centre	61,563	<b>The Neighbourhood House – Bayldon Boambee Bonville Sawtell Toormina Inc</b> The Neighbourhood House	37,387
<b>Samaritans Youth Services</b> Samaritans Information & Neighbourhood Centre	108,227	<b>The Rail Neighbourhood Association Inc</b> Community Worker/Centre Co-ordinator – Albion Park Rail	56,414
<b>San Remo Neighbourhood Centre Inc</b> San Remo Neighbourhood Centre	70,618	<b>The Uniting Church in Aust Property Trust (NSW)</b> Harris Community Centre	84,738
<b>Scone Neighbourhood Resource Centre Inc</b> Scone Neighbourhood Resource Centre	45,252	<b>Tomaree Neighbourhood Centre Inc</b> Tomaree Neighbourhood Centre	82,431
<b>Shalvey Community Centre Inc</b> Shalvey Community Centre	81,879	<b>Toukley Neighbourhood Centre Inc</b> Toukley Neighbourhood Centre	79,772
<b>Shoalhaven Neighbourhood Centre Inc</b> East Nowra Centre Co-ordinator Nowra Neighbourhood Centre	53,679 45,078	<b>Tumut &amp; District Neighbourhood Centre Inc</b> Tumut & District Neighbourhood Centre	39,213
<b>Singleton Neighbourhood Centre Inc</b> Singleton Neighbourhood Centre	65,873	<b>Ulladulla &amp; District Community Resources Centre Inc</b> Milton Ulladulla Community Resources Centre 1 & 2	88,391
<b>South East Neighbourhood Centre</b> South East Neighbourhood Centre	80,824	<b>Unanderra/Figtree Area Residents Association Inc</b> Unanderra Community Centre	57,274
<b>South Sydney Community Aid Cooperative Ltd</b> Multicultural Neighbourhood Centre – Redfern	126,673	<b>Upper Hunter Community Services Inc</b> Muswellbrook Neighbourhood Service	84,045
<b>South Wallsend Neighbourhood Development Group Inc</b> Elmore Vale Community Initiatives Program	64,489	<b>Uralla Neighbourhood Centre Inc</b> Uralla Neighbourhood Centre	29,279
<b>South West Multicultural &amp; Community Centre Inc</b> South West Multicultural & Community Centre	61,245	<b>Volunteering Coffs Harbour Inc</b> Coffs Harbour Neighbourhood Centre	63,599
<b>Southern Women's Group Inc</b> Women's Resource Centre	50,221	<b>Walla Mulla Family &amp; Community Support Ltd</b> Aboriginal Community Worker – Woolloomooloo Housing Estates Worker – Woolloomooloo Outreach Counselling Service	54,690 73,858 96,652
		<b>Warilla Neighbourhood Centre Inc</b> Community Worker Project – Warilla	65,946
		<b>Warragamba-Silverdale Neighbourhood Centre Inc</b> Neighbourhood Centre – Warragamba-Silverdale	81,802

## Community Services Grants Program (cont.)



<b>Warrumbungle Shire Council</b>			<b>NSW Family Services Inc</b>		
Coonabarabran Community Access Project	67,923		Data Collection – NSW Family Services		10,068
<b>Wellington Information &amp; Neighbourhood Services Inc</b>			<b>St George Community Services Inc</b>		
Wellington Information & Neighbourhood Services	33,532		Retired Seniors Volunteers Project		17,400
<b>Werrington Community Project Inc</b>			<b>The Centre for Volunteering</b>		
Werrington Area Community Development Team	123,984		Pathways to Participation		156,779
<b>West Dapto Community Association Inc</b>			Statewide Service		304,892
Neighbourhood Centre Co-ordinator – West Dapto	42,627		<b>Western Information &amp; Neighbourhood Centres</b>		
<b>Westside Community Centre Inc</b>			Regional Development Project – WINC		5,958
Westside Community Centre	26,067		<b>Western Sydney Community Forum Inc</b>		
<b>Winmalee Neighbourhood Centre Inc</b>			Regional Resource Project		122,836
Winmalee Neighbourhood Centre	71,678		WSCF Executive Officer		54,089
<b>Wollongong Women's Information Service Inc</b>			<b>Wollongong City Council</b>		
Wollongong Women's Centre	178,401		Volunteering Illawarra		16,184
<b>Women's Activities &amp; Self Help House – The WASH House</b>			<b>Special Community Service</b>		
Women's Activities & Self Help House – The Wash House	176,336		<b>The Entrance Neighbourhood Centre Inc</b>		
<b>Woodbine Neighbourhood Centre Inc</b>			The Entrance District Recession Service		43,757
Woodbine Neighbourhood Centre	46,744		<b>FAMILY &amp; INDIVIDUAL SUPPORT</b>		
<b>Woodrising Neighbourhood Centre Inc</b>			<b>Family Support Project</b>		
Woodrising Neighbourhood Centre	73,056		<b>Anglicare – Welfare Services</b>		
<b>Woodville Community Service Inc</b>			Liverpool Family Support Service		69,743
Woodville Community Services	98,308		Liverpool Family Support Work		124,388
<b>Woolgoolga Neighbourhood Centre Inc</b>			Mudgee Anglicare Family Support Service		85,081
Woolgoolga Neighbourhood Centre	45,467		Newtown/Marrickville Family Support		254,231
<b>Wyong Neighbourhood Centre Inc</b>			St Marys Family Support Work Project		152,749
Wyong Neighbourhood Centre Community Development	134,647		<b>Arab Council Australia Inc</b>		
<b>Yarrahapinni Community House Inc</b>			Arabic Family Support		17,821
Yarrahapinni Community House	24,790		Family Support Project – Bankstown		163,322
<b>Yawarra Meamei Women's Group Inc</b>			<b>Armidale Family Support Service Inc</b>		
Lightning Ridge Neighbourhood Centre	20,432		Armidale Family Support Service		138,643
<b>Young Neighbourhood Centre Inc</b>			<b>Armidale Youth Refuge Inc</b>		
Young Neighbourhood Centre	20,178		Inverell Family & Youth Support Service		22,965
<b>YWCA</b>			<b>Aunties &amp; Uncles Cooperative Family Project Ltd</b>		
Domestic Violence Support Worker	37,911		Family Project – Aunties & Uncles		184,736
<b>Peak, Coordination &amp; Resource Project</b>			<b>Australian Birthright Movement</b>		
<b>Armidale Dumaresq Council</b>			Lone Parent Family Support Service – Sydney		162,061
Armidale Regional Volunteer Centre	16,628		Lone Parents Family Support Northern Beaches		26,411
<b>Association of Children's Welfare Agencies Inc</b>			North West Sydney Lone Parent Family Support Service		15,498
Core Secretariat – ACWA	245,652		Rental Cumberland/Prospect		
<b>Bathurst Information &amp; Neighbourhood Centre Inc</b>			<b>Australian Turkish &amp; Kurdish Community Services Cooperative Ltd</b>		
Volunteering Bathurst	43,193		Family Support Service – Auburn		48,319
<b>Central Coast Community Council Inc</b>			<b>Ballina-Byron Family Centre Inc</b>		
Regional Development Officer	63,699		Ballina Byron Family Support Service		161,969
<b>City of Ryde Council</b>			Family Support Training – Ballina		2,804
Ryde/Hunters Hill Volunteer Referral Agency	16,629		<b>Barnardos Australia</b>		
<b>Council of Social Service of NSW</b>			Barnardos Family Support Program – Special Neighbours		214,198
Core Operations – Council of Social Service	549,718		Domestic Violence Program – Auburn		72,916
<b>Hunter Volunteer Centre Inc</b>			Penrith Special Neighbours Program		206,200
Volunteer Education & Participation	5,799		<b>Bathurst Family Support Service Inc</b>		
<b>Inner Sydney Regional Council for Social Development Inc</b>			Bathurst Family Support		164,539
Inner Sydney Regional Information Service	97,937		<b>Blacktown Alcohol &amp; Other Drugs Family Service Inc</b>		
<b>Liverpool City Council</b>			Blacktown Alcohol & Other Drugs Family Service		66,057
Liverpool Volunteer Resource Centre	16,628		<b>Blue Mountains Family Support Service Inc</b>		
<b>Local Community Services Association</b>			Blue Mountains Family Support Service		216,336
Core Operations – Local Community Services	212,930		<b>Bondi Beach Cottage Inc</b>		
<b>Mid North Coast Regional Council for Social Development</b>			Bondi Beach Cottage Family Support Service		169,493
Regional Community Services Information Project	98,061		<b>Botany Family &amp; Children's Centre Inc</b>		
<b>Nepean Volunteer Services Inc</b>			Botany Family Support Project		127,141
Volunteer Referral Service – Penrith	37,394		<b>Burwood Community Welfare Services Inc</b>		
			Inner West Family Support Service		158,633
			<b>Cabramatta Community Centre Inc</b>		
			Domestic Violence Project – Cabramatta		100,895

## Community Services Grants Program (cont.)

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<b>Campbelltown Family Support Service Inc</b>			
Arabic Speaking Family Support Worker	43,416		
Campbelltown Family Support Service	169,606		
Macarthur Aboriginal Family & Youth Support	154,150		
Vulnerable Families 0-3 Worker – Campbelltown	62,835		
<b>Canterbury City Community Centre Inc</b>			
Early Intervention Family Support Service – VF	5,637		
<b>Casino Family Support Service Inc</b>			
Casino Family Support Service	162,138		
<b>Centacare</b>			
Blacktown After Hours Family Counselling & Parent Education Strategy	50,000		
Canterbury and Arabic Family Support	289,774		
Centacare Blacktown Family Support Service	123,701		
Centacare Family Support Service – Lower North Shore & Northern Beaches	265,193		
Family Support, Family Network	73,350		
Hornsby Counselling & Family Support Service	284,628		
Leichhardt Family Support Service	154,732		
Parent Line	415,181		
Penrith Family Support Service	154,231		
Specialist Family Support Service – Centacare	73,350		
Mount Pritchard Family Support Program	142,341		
Safe Start, Safe Future – VF	60,195		
<b>Central Coast Access Centre Inc</b>			
Central Coast Access Centre	5,078		
<b>Central West Family Support Group Inc</b>			
Central West Family Support Group	103,930		
Murrin Bridge Family Support Riverside Drive Youth Program	94,068		
<b>Cessnock Family Support Service Inc</b>			
Cessnock Family Support Service	179,759		
<b>Church of England Children's Homes</b>			
Summer Hill Family Support Service	33,340		
<b>Community Links Wollondilly Inc</b>			
Community Links Family Support	61,490		
<b>Community Programs Inc</b>			
Family & Youth Support Service	166,830		
<b>Cowra Information &amp; Neighbourhood Centre</b>			
Family Support Service – Cowra	136,616		
<b>Creating Links Cooperative Ltd</b>			
Bankstown Family Support – VF	17,821		
Family Support Service – Bankstown – Creating Links	229,864		
Specialist Family Support Worker – Bankstown	68,901		
<b>Cystic Fibrosis New South Wales</b>			
Family Support Program – North Ryde	181,517		
<b>Dandaloo Gayngil Aboriginal Corporation Inc</b>			
Toomelah Family & Youth Support Service	124,935		
<b>Eastlakes Family Support Service Inc</b>			
Eastlakes Family Support Service	318,705		
<b>Emmanuel Care Centre Inc</b>			
Van-Ploy/Emmanuel Care Centre	4,622		
<b>Eurobodalla Family Support Service Inc</b>			
Eurobodalla Family Support Service	179,434		
<b>Fairfield Parent Support Centre Inc</b>			
Fairfield Parent Support Centre	249,606		
Fairfield Parent Support Centre – Recession Supp	17,566		
<b>Family Development Services Inc</b>			
Co-ordinator Learning Difficulties Support Service	30,253		
Mobile Learning Difficulties Support Service	46,907		
<b>Family Services Illawarra Incorporated</b>			
Family Services Illawarra	308,192		
<b>Family Support Centre Inc</b>			
Family Resource Project – Community Outreach Worker	36,236		
Family Services Activity Van	92,270		
Family Services Resource Project	92,858		
<b>Family Support Network Inc</b>			
Creative Early Childhood Project	6,319		
Lismore Family Support Service	130,208		
Transitions Project	14,280		
<b>Family Worker Training &amp; Development Program</b>			
Family Worker Development Program	67,637		
<b>Far South Coast Family Support Service</b>			
Far South Coast Family Support Service	152,958		
<b>Far West Family Services Inc.</b>			
Broken Hill & Districts Family Support Service	142,743		
<b>Financial Counselling Hunter Valley Project Inc</b>			
Financial Counselling – Hunter Valley Project	60,718		
<b>Glen Innes Family &amp; Youth Support Service Inc</b>			
Glen Innes Family & Youth Support Service	97,881		
<b>Gosford City Family Support Service Inc</b>			
Gosford City Family Support Service	331,442		
<b>Goulburn Family Support Service Inc</b>			
Goulburn Family Support Service	176,307		
<b>Grace Cottage Inc</b>			
Family Support Service – Dubbo	84,629		
<b>Granville Multicultural Community Centre Inc</b>			
Granville Family Support Scheme	147,284		
<b>Griffith Regional Family Services Inc</b>			
MIA Family Support Service	45,043		
Griffith Bilingual Family Services	15,080		
Griffith Aboriginal Adolescent & Family Worker	15,035		
<b>Gunnedah Family Support Inc</b>			
Gunnedah Family Support Centre	81,437		
<b>Hawkesbury City Council</b>			
Forgotten Valley Family Support Service	90,634		
<b>Hawkesbury Community Outreach Services Inc</b>			
Colo Wilderness Family Support Service	40,092		
<b>Hawkesbury Community Services Inc</b>			
Hawkesbury Community Family Services	57,767		
<b>HORIZONS Central Coast Family Services Inc</b>			
Banksia Family Centre	69,409		
Family Support Service – Wyong	385,163		
<b>Hunter Aboriginal Children's Services</b>			
Aboriginal Family Support – Mayfield	69,744		
<b>Illawarra Family Support Service Inc</b>			
Illawarra Family Support Service	60,502		
<b>Inner West Aboriginal Community Company Ltd</b>			
Family Support Worker Marrickville/Glebe VF	63,175		
<b>Institute for Family Advocacy &amp; Leadership Development Association Inc</b>			
Institute for Family Advocacy & Leadership Development	218,348		
<b>Inverell Family &amp; Youth Support Service Inc</b>			
Inverell Family & Youth Support Service	114,829		
<b>Junaya for Families</b>			
Junaya for Families	421,167		
<b>Karitane</b>			
Parent Support Program	111,624		
<b>Kempsey Family Support Service Inc</b>			
Kempsey Family Support Service	134,753		
<b>Kyogle Family Support Service Inc</b>			
Kyogle Family Support Service	69,588		
<b>Learning Links</b>			
Learning Links Family Support & Counselling Service	82,015		
<b>Lithgow Family Support Service Inc</b>			
Lithgow Family Support Service	92,559		
<b>Maitland Family Support Scheme Inc</b>			
Maitland Family Support Scheme	226,719		
<b>Mallee Family Care Inc</b>			
Wentworth Balranald Family Support	83,114		
Wentworth Balranald Vulnerable Families	53,239		

## Community Services Grants Program (cont.)



<b>Manly Warringah Women's Resource Centre Ltd</b> Manly Warringah Family Support Service	164,968	<b>Shine for Kids Coop Ltd</b> Support For Children of Prisoners	91,558
<b>Manning Support Services Inc</b> Family Support Services Manning – Great Lakes-Gloucest	212,029	<b>Singleton Family Support Scheme Inc</b> Singleton Family Support Service	181,283
<b>Men &amp; Family Centre Inc</b> The Anti-Violence Project	81,220	<b>South Coast Medical Service Aboriginal Corporation</b> Aboriginal Family Support Service – Nowra	64,573
<b>Miimali Aboriginal Community Association Inc</b> Blacktown Aboriginal Youth and Family Support Service	265,352	<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b> Green Valley Family Support Service Specialist Family Support Worker – Liverpool	102,919 68,787
<b>Ministry to Solo Parents &amp; Their Families – Parramatta Diocese</b> Solo Parents Centre	132,168	<b>St George Backstop Family Support Service Inc</b> Family Support Project – Carlton	266,093
<b>Mission Australia</b> Albury Family Support Project Cootamundra Community Workers Griffith Family Support Services Miller Family Support Service Special Needs Worker Campbelltown Yellow Bus Child At Risk Service	159,822 156,742 57,578 92,537 29,911 41,395	<b>St Vincent de Paul Society</b> The Centre Family Support Program	96,641
<b>Monaro Family Support Service Inc</b> Monaro Family Support Service	121,710	<b>Sutherland Shire Family Services Inc</b> Sutherland Shire Family Support Service	274,745
<b>Moree Family Support Inc</b> Moree Family & Adolescent Support Program	159,685	<b>Tamworth Family Support Service</b> Tamworth Family Support Service	188,703
<b>Mudgin-Gal Women's Corporation</b> Mudgin-Gal Aboriginal Corporation Project	91,417	<b>Teloepa Family Resources Inc</b> Teloepa Family Support Program	261,284
<b>Muloobinba Aboriginal Corporation</b> Muloobinba Family Support Services	111,684	<b>Temora Community Centre Inc</b> Family and Youth Services	60,856
<b>Nambucca Valley Children's Group Inc</b> Nambucca Bellingen Family Support Service	145,164	<b>Tenterfield Social Development Committee</b> Tenterfield Family & Youth Support Service	129,149
<b>Newcastle Family Support Services Inc</b> Family Support Project – Newcastle	426,709	<b>The Association of Bhanin El-Minieh</b> Arabic Family Support Service	61,775
<b>Ngadrii Ngalli Way (My Mothers Way) Inc</b> Ngadrii Ngalli Family Support Project	44,636	<b>The Benevolent Society</b> Benevolent Society's Home Start Program Post Adoption Resource Centre	93,991 394,845
<b>Northern Illawarra Family Support Service</b> Northern Illawarra Family Support Service	42,229	<b>The Deli Women &amp; Children's Centre Inc</b> The Deli Family Support Service	224,002
<b>Northern Settlement Services Ltd</b> Family Welfare – Hamilton	57,013	<b>The Factory Community Centre Inc</b> The Factory Family Support Service	50,363
<b>Nowra Family Support Service Inc</b> Nowra Family Support Service	284,991	<b>The Family Centre Community Projects Inc</b> Tweed Valley Family & Youth Support Service	331,187
<b>Orange Family Support Service Inc</b> Orange Family Support Service	129,600	<b>The Infants Home Ashfield</b> Sydney Hope Cottage Family Support Project	95,248
<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b> Family Support Service – Parkes	138,652	<b>The Junction Neighbourhood Centre Inc</b> Family Support Program	125,257
<b>Parramatta Holroyd Family Support Inc</b> Parramatta Holroyd Family Support Service Support Program for Adolescent Parents	225,332 70,744	<b>The Uniting Church in Aust Property Trust (NSW)</b> Baulkham Hills After Hours Family Counselling & Parent Education Strategy Coffs Harbour Family Support Services Group Work Co-ordinator Hastings Family Support Service Macarthur Intensive Family Based Service NESB Family Support Worker Northern Macarthur Family Support Service Pathfinder Quakers Hill Family Services Project The Hills Family Centre Family Support Unifam Adolescent Parent Mediation Service (Options) Uniting Care Campbelltown Focus on New Families Quakers Hill Family Services	50,000 142,734 41,388 195,917 349,289 57,957 124,469 14,383 89,764 117,494 210,657 93,991 5,762
<b>Port Stephens Family Support Service Inc</b> Port Stephens Family Support Service	179,129	<b>Trustees of Sisters of the Good Samaritan</b> Dadirri Gwandalan Family Support Service	16,623
<b>Queanbeyan City Council</b> Family Support Service – Queanbeyan	121,303	<b>Tweed Shire Women's Service Inc</b> Tweed Shire Family & Individual Support	72,593
<b>Regional Social Development Group Inc</b> Deniliquin Family Support Service	120,488	<b>University of Newcastle</b> Caravan Project Homestart	299,432 85,220
<b>Relationships Australia (NSW)</b> Groupwork Training & Supervision Project Growing Together Parents & Kids	164,241 64,032	<b>Upper Hunter Community Services Inc</b> Upper Hunter Family Support Service	141,089
<b>Richmond Community Services Inc</b> Hawkesbury Family Support Service	37,630	<b>Wagga Wagga Family Support Service Inc</b> Wagga Wagga Family Support Service	167,688
<b>Riverwood Community Centre Inc</b> Riverwood Family Support Service	153,411		
<b>Ryde Family Support Service Inc</b> Ku-ring-gai Family Support Program Ryde Family Support Service	71,710 322,063		

## Community Services Grants Program (cont.)

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<b>Walla Mulla Family &amp; Community Support Ltd</b> Special Family Support Project	57,480		
<b>Warragamba-Silverdale Neighbourhood Centre Inc</b> Family Support Service – Warragamba	59,608		
<b>Waverley Council</b> Waverley Family Support Project	32,058		
<b>Wee Waa &amp; District H.A.C.C. Association Inc</b> Namoi Family Support Service	93,978		
<b>Westlakes Macquarie Family Support Service Inc</b> Westlakes Macquarie Family Support Service	284,893		
<b>Wingecarribee Family Support Service</b> Wingecarribee Family Support Service	185,598		
<b>Wollondilly/Camden Family Support Service Inc</b> Wollondilly/Camden Family Support Service	76,491		
<b>Young Neighbourhood Centre Inc</b> Young Family Support	48,632		
<b>General Counselling Project</b>			
<b>Anglicare-Welfare Services</b> Shoalhaven Outer Areas Counsellor	31,719		
<b>Canterbury Earlwood Caring Association Ltd</b> Canterbury Community Counselling Service	64,477		
<b>Christian Community Aid Service Inc</b> Social Welfare Support Worker – CCAS	42,938		
<b>ERAC Inc</b> Lifeline Mountains to Murray	8,409		
<b>Gay &amp; Lesbian Counselling Service of NSW</b> Gay & Lesbian Counselling Service	69,643		
<b>Lifeline – Central West Inc</b> Lifeline – Central West	5,128		
<b>Redfern Legal Centre</b> Financial Counselling Credit & Debit Service	99,116		
<b>The Uniting Church in Aust Property Trust (NSW)</b> Lifeline/Youthline	60,741		
<b>Welfare Rights Centre Ltd</b> Welfare Rights Service – Surry Hills	351,174		
<b>Women's Activities &amp; Self Help House – The WASH House</b> Group Worker/Crisis Counsellor	57,369		
<b>Peak, Coordination &amp; Resource Project</b>			
<b>NSW Family Services Inc</b> Core Operations – NSW Family Services	393,366		
<b>The Salvation Army (NSW) Property Trust</b> The Salvation Army Special Search Service	124,358		
<b>YOUTH SERVICES</b>			
<b>Adolescent Support Program</b>			
<b>Albury Wodonga Youth Emergency Services Ltd</b> Adolescent Family Counsellor – Albury	132,535		
<b>Allambi Youth Services Inc</b> Lake Macquarie Detached Family Counsellor Project	85,662		
<b>Anglicare – Welfare Services</b> Campbelltown Detached Family Counsellor Project	76,468		
<b>Auburn Youth Centre Inc</b> Adolescent & Family Counsellor – Auburn	72,538		
<b>Barnardos Australia</b> Queanbeyan & Region Adolescent & Family Counselling Service	82,121		
<b>Bridging the Gap Sydney West Inc</b> St Marys Detached Family Counsellor Project	89,643		
<b>Campbelltown Family Support Service Inc</b> Adolescent Family Worker – Campbelltown	44,942		
<b>Central Illawarra Youth Services Inc</b> Young Adult Resource Information Project	36,458		
<b>Coastal Accomodation Services Supporting Youth (CASSY) Inc</b> Youth Exit/Outreach Worker Project	62,592		
<b>Coolaburoo Neighbourhood Centre Inc</b> Youth Programs Officer – Revesby	74,117		
<b>Dubbo Neighbourhood Centre Incorporated</b> Detached Family Counsellor Project – Dubbo	88,622		
<b>Glebe Youth Service Inc</b> Glebe Youth Centre Vacation Care Program	2,223		
<b>Granville Multicultural Community Centre Inc</b> Adolescent Support Worker – Granville	80,044		
<b>Illawarra Youth Housing Ltd</b> Adolescent & Family Counsellor – Illawarra	88,624		
<b>Jesmond Neighbourhood Centre Inc</b> Detached Family Counsellor Project – Jesmond Families With Adolescents Support Project	68,392 61,010		
<b>Maitland Youth Crisis Service Inc</b> Detached Family Counsellor Project – Maitland / Cessnock	88,625		
<b>Manly Council</b> Adolescent & Family Counsellor Service	146,635		
<b>Mission Australia</b> Adolescent Family Counsellor – Wagga Wagga	88,624		
<b>Mountains Youth Services Team Inc</b> Lower Mountains Family & Adolescent Counselling	79,103		
<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Youth Service	27,798		
<b>PACS Inc</b> Blacktown Adolescent Family Counsellor	80,021		
<b>Phoenix House Youth Services Inc</b> Phoenix House Youth Services	149,306		
<b>Rosemount Youth &amp; Family Services Inc</b> Day Survival & Detached Family Counsellor Service	448,352		
<b>Samaritans Youth Services</b> Creative Times Gateshead/Hamilton South	226,194		
<b>Shoalhaven Youth Accommodation Co Ltd</b> Detached Family Counsellor Project – Shoalhaven	88,624		
<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b> Adolescent & Family Counsellor Project – Bankstown Detached Family Counsellor Project – Cabramatta Detached Family Counsellor Project – Liverpool	88,115 85,108 88,118		
<b>Southern Riverina Youth Support Services Inc</b> Adolescent Family Counselling Service	88,624		
<b>Southern Youth and Family Services Association Inc</b> Family Counselling Project – Wollongong	92,268		
<b>The Bridge Youth Service Inc</b> Adolescent Family Counsellor Project – Sutherland	80,564		
<b>The Deaf Society of NSW</b> Detached Family Counsellor Project – Parramatta	89,870		
<b>The Fact Tree Youth Service</b> Detached Family Counsellor Project – Waterloo	83,454		
<b>The Ted Noffs Foundation Inc</b> Adolescent Family Program	53,050		
<b>The Uniting Church in Aust Property Trust (NSW)</b> Detached Family Counsellor Project – Penrith Gosford Adolescent & Family Counsellor Margaret Jurd Learning Centre The Entrance Youth Project Wyong Adolescent & Family Counsellor	84,093 88,624 243,132 80,381 91,102		
<b>Trustees of the Christian Brothers</b> Young People's Support Program	74,116		

## Community Services Grants Program (cont.)



<b>Uniting Care Northmead</b> Adolescent & Family Counsellor – Parramatta	80,319	<b>Bligh Park Community Services Inc</b> Youth Project – Bligh Park	66,531
<b>Upper Hunter Youth Services Inc</b> Adolescent & Family Counsellor – Upper Hunter	88,813	<b>Bridging the Gap Sydney West Inc</b> Youth Development Centre – Bridging The Gap	65,853
<b>Upper Mountains Youth Services Inc</b> Adolescent & Family Counsellor – Katoomba	78,832	<b>Byron Youth Service Inc</b> Byron Youth Service	67,472
<b>Veritas House Inc</b> Adolescent & Family Counselling Service – Veritas	88,624	Youth Activities & Liaison Worker	30,614
<b>Vietnamese Association of Wollongong</b> Indo Chinese Youth Worker	26,564	<b>Cabramatta Community Centre Inc</b> Multicultural Youth Support Project	146,768
<b>Waverley Action for Youth Services</b> Detached Family Counsellor Project – Bondi Beach	79,517	Youth Service Co-ordinator	78,918
<b>Woodrising Neighbourhood Centre Inc</b> Adolescent & Family Counsellor – Woodrising	114,450	<b>Camden Area Youth Services</b> Youth Services Co-ordinator – Camden	65,039
<b>Youth for Christ Australia Inc Central Coast Region</b> Central Coast Adolescent and Family Counsellor	84,103	<b>Campbelltown Family Support Service Inc</b> Youth Support Worker	88,716
<b>Community Youth Projects</b>		<b>Campbelltown Youth Services Inc</b> Campbelltown Youth Services	345,433
<b>Al Zahra Islamic Council</b> Youth Development Officer – Arncliffe	50,319	<b>Canterbury City Council</b> Canterbury Youth Support Worker	84,403
<b>Albury Wodonga Youth Project Inc</b> The Place	82,772	<b>CareSouth</b> Aunties & Uncles – South Coast	31,755
<b>Ambarvale Rosemeadow Youth Services Committee</b> Ambarvale Youth Centre	66,250	<b>Casino Neighbourhood Centre Inc</b> Youth Worker – Casino	60,555
<b>Auburn Community Development Network</b> Youth Development Officer – Auburn	58,718	<b>Centacare</b> Maitland Youth Counsellor Project	60,549
<b>Auburn Youth Centre Inc</b> Co-ordinator & Youth Worker Project – Auburn	143,629	<b>Central West Family Support Group Inc</b> Murrin Bridge Youth Service	41,474
<b>Australian Antiochian Orthodox Church Diocese Welfare Services</b> Crisis Resolution Program – Youth	61,513	<b>Chester Hill Neighbourhood Centre Inc</b> Youth Project Officer – North Bankstown	72,569
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b> Awabakal Youth Worker	53,104	<b>Churches of Christ Community Care</b> The Stepping Stone	57,580
<b>Ballina &amp; District Community Services Assoc Inc</b> Ballina & District Community Services Ass Youth Service	79,586	<b>Clarence Valley Council</b> Clarence Valley Youth Development Officer	55,388
<b>Bankstown City Council</b> After School Drop-In Centre – Bankstown	231,697	<b>Claymore Neighbourhood &amp; Youth Centres Inc</b> Claymore Youth Development Project	57,821
Youth Development Officer – Bankstown	69,150	Female Youth Worker	57,366
<b>Bankstown Multicultural Youth Service Inc</b> Multicultural Youth Service – Bankstown	242,455	<b>Coledale Community Group Inc</b> Coledale Youth Project	25,077
<b>Baptist Community Services – NSW &amp; ACT</b> Respite Recreation Network	86,408	<b>Community Activities Lake Macquarie Inc</b> Lake Macquarie Youth Development Officer	57,404
<b>Barnardos Australia</b> Bundaleer Child & Family Community Development Project	32,422	<b>Community Connections North Coast Inc</b> Lismore & District Youth Services	77,404
Youth Programmes Co-ordinator	57,262	<b>Community Links Wollondilly Inc</b> Wollondilly Youth Services Network	30,519
Youth Support Worker Project	84,895	Youth Outreach Project	17,974
<b>Baulkham Hills Shire Council</b> Youth Development Officer – Baulkham Hills Council	25,469	<b>Dundas Area Neighbourhood Centre</b> Dundas Area Youth Service	58,254
<b>Bay &amp; Basin Community Resources Inc</b> Youth Services Co-ordinator – Sanctuary Point	50,084	<b>Dungog Information &amp; Neighbourhood Service</b> Dungog Area Youth Service	45,896
<b>Bellambi Neighbourhood Centre Inc</b> Youth Project – Bellambi	16,758	Dungog Youth & Family Counselling Service	39,089
<b>Bellingen Neighbourhood Centre Inc</b> Bellingen & Seaboard Youth Services	61,305	<b>Durri Aboriginal Corporation Medical Service</b> Kempsey Youth Service	73,472
<b>Bellingen Shire Council</b> Dorrigo Youth Service	26,712	<b>Eastlake Youth Centre Inc</b> Eastlake Youth Centre Project	169,829
<b>Berkeley Development Association Inc</b> Berkeley Youth Project	41,050	<b>Edgeworth Memorial Neighbourhood Centre Inc</b> Northlakes Youth & Family Counsellor	62,863
<b>Blacktown Youth Service Association Inc</b> Youth Services Blacktown	88,640	Northlakes Youth Project	44,064
New Estates Youth Worker – Blacktown	72,157	<b>Emu Community Project Inc</b> Emu Plains Youth Activities Project	51,975
		<b>Engadine District Youth Services Inc</b> Engadine District Youth Services	89,197
		<b>Epping Youth Development Group Inc</b> The Shack – Epping	26,915
		<b>Fairfield Community Resource Centre</b> Youth Services Project	338,184

## Community Services Grants Program (cont.)

	\$		
<b>Federation of NSW Police-Citizens Youth Clubs</b>			
Bourke Youth Centre	159,558		
<b>Fusion (Australia)</b>			
Fusion Campsie Youth Cafe	251,122		
Fusion Mount Druitt Youth Service	251,122		
Fusion/Cranebrook Youth Development Project	115,926		
The Channel Youth Cafe – Penrith	246,174		
<b>Gilgandra Shire Council</b>			
Aboriginal Youth Worker Project – Gilgandra	40,565		
<b>Glebe Youth Service Inc</b>			
Glebe Youth Project	206,380		
<b>Gloucester Shire Council</b>			
Gloucester Youth Service	40,402		
<b>Granville Multicultural Community Centre Inc</b>			
Community Youth Worker – Granville	58,816		
<b>Great Lakes Community Resources Inc</b>			
Aboriginal Youth Worker Project – Tuncurry	36,015		
Great Lakes Youth Development Worker	69,229		
<b>Greater Taree City Council</b>			
Aboriginal Adolescent Support Program – Taree	145,896		
Taree Youth Development Officer	56,678		
<b>Gwydir Shire Council</b>			
Bingara Youth Support Program	14,101		
<b>Hawkesbury City Council</b>			
Forgotten Valley Youth Project (2)	17,747		
<b>Hawkesbury Community Outreach Services Inc</b>			
Youth Access Worker	70,892		
<b>Helensburgh Community Centre Inc</b>			
Helensburgh Youth Project	15,363		
<b>Hillsong Youth Services Inc</b>			
Part-Time Youth Worker Project – Hills District	30,645		
<b>Holroyd City Council</b>			
Wentworthville Youth Service Outreach Youth Worker	77,660		
<b>Holroyd Youth Service Inc</b>			
Merrylands Youth Centre – Youth Worker	58,446		
<b>Holy Family Parish – Mount Druitt</b>			
Mount Druitt Youth Project	59,670		
<b>Illawarra Community Services Inc</b>			
West Dapto Outreach Youth Project	43,598		
Youth Work Project – Dapto	18,395		
<b>Illawarra Ethnic Communities Council Inc</b>			
Ethnic Youth Development Officer	77,071		
<b>Jetty Bunker Youth Service Inc</b>			
Coffs Harbour Youth Service – Jetty Bunker	77,475		
<b>Junee Shire Council</b>			
Youth Project – Junee Shire Council	27,648		
<b>Karabi Community &amp; Development Services Inc</b>			
Youth Activities Worker	21,587		
Youth Development Worker for Arthur Phillip & Caroline Chisholm Wards	61,239		
<b>Kempsey Family Support Service Inc</b>			
Kempsey Youth Support Worker	84,895		
<b>Koonawarra Area Residents Association Inc</b>			
Koonawarra Youth Work Project	27,134		
<b>Kurri Kurri Community Centre Inc</b>			
Cessnock Youth Development Officer	72,275		
Kurri Kurri Youth Centre	58,967		
<b>Kyogle Youth Action Inc</b>			
Kyogle Youth Action	61,339		
<b>Lake Macquarie Youth Network Inc</b>			
North Lakes Youth Project	14,689		
<b>Lane Cove Council</b>			
Lane Cove Council Youth Centre	12,496		
<b>Lebanese Moslem Association</b>			
Youth Development Officer – Lakemba	50,312		
<b>Lithgow Information &amp; Neighbourhood Centre Inc</b>			
Lithgow Adolescent & Family Counsellor	29,821		
<b>Liverpool Districts Neighbourhood Centres Assoc</b>			
Youth Centre – Green Valley	73,244		
<b>Liverpool Women's Resource Centre Inc</b>			
Liverpool Women's Resource Centre Project	78,508		
<b>Liverpool Youth Needs Committee Inc</b>			
LYNC Place Liverpool	136,071		
<b>Maari Ma Health Aboriginal Corporation</b>			
Wentworth Shire Youth Support Worker	52,659		
Wilcannia Youth & Community Club	52,415		
<b>Macquarie Legal Centre Inc</b>			
Youth Education Project	31,223		
<b>Manly Council</b>			
Clearway Youth Club	21,791		
<b>Marayong House Neighbourhood Centre Inc</b>			
Youth Development Worker – Kings Park	60,634		
<b>Maronite Catholic Family &amp; Social Apostolate</b>			
Our Lady of Lebanon Youth Worker	45,044		
<b>Marrickville Youth Resource Centre Inc</b>			
Marrickville Youth Resource Centre	226,595		
<b>Mid-Mountains Youth Futures Group</b>			
Mid-Mountains Youth Project	90,524		
<b>Mission Australia</b>			
Miller Youth Centre	33,178		
<b>Miyay Birray Youth Service Inc</b>			
Miyay Birray Youth Service	248,298		
<b>Mount Druitt Ethnic Communities Agency Inc</b>			
Ethnic Youth Worker Project – Mount Druitt	52,404		
<b>Mountains Youth Resource Organisation Inc</b>			
Mountains Youth Resource	102,820		
<b>Mountains Youth Services Team Inc</b>			
Mountains Youth Support Service	50,000		
Springwood and Winmalee Youth Project	72,320		
Youth Recreation Officer Project – Springwood	72,335		
Springwood Youth Support Service	63,699		
Winmalee Youth Service	67,987		
<b>Murdi Paaki Regional Enterprise Corp Ltd</b>			
Goodooga Youth Centre	20,000		
<b>Nambucca Shire Council</b>			
Nambucca Shire Youth Services and Youth Development Officer	91,051		
<b>Nicholli Cottage Neighbourhood Centre Inc</b>			
Creative Holidays for Kids – Nicholli Cottage	2,389		
<b>North Richmond Community Centre Inc</b>			
North Richmond Youth Project	68,636		
<b>Nowra Youth Services Inc</b>			
Youth Worker Project – Nowra	51,731		
<b>NSW Department of Tourism, Sport &amp; Recreation</b>			
Armidale Youth Support Project	5,567		
<b>Nungera Cooperative Society Ltd</b>			
Lower Clarence Aboriginal Youth Service	57,811		
<b>Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page</b>			
Eden Youth Service	42,326		
Eurobodalla Aboriginal Youth Project	36,605		
Eurobodalla Youth Project	46,459		
<b>Peninsula Community Centre Inc</b>			
Peninsula Adolescent Support Project The Web Youth Service	95,513		
<b>Pole Depot Neighbourhood Centre Inc</b>			
Youth Zone – Youth Centre for St George	138,094		
Youth Zone After School Service	251,122		

## Community Services Grants Program (cont.)



<b>Port Kembla Youth Project Inc</b> Port Kembla Youth Project	30,618	<b>St Vincent de Paul Society</b> Adolescent Support Worker Liverpool Night Patrol	63,134 16,524
<b>Port Macquarie – Hastings Council</b> Youth Development Worker – Port Macquarie	32,753	<b>Sutherland Shire Family Services Inc</b> Sutherland Youth & Family Support	44,358
<b>Queanbeyan City Council</b> Queanbeyan Youth Service	31,815	<b>Sydney University Settlement</b> Settlement Youth Project	81,291
<b>Raymond Terrace Neighbourhood Centre Inc</b> Port Stephens Youth Support Project Raymond Terrace Youth Cafe	91,948 55,131	<b>Tamworth Youth Care Inc</b> Coledale Youth Project	25,077
<b>Regional Youth Support Services Inc</b> Co-ordinator – Wyoming Youth Centre Gosford Youth Services Kincumber & Kariong Youth Project Peninsula Youth Support Worker	74,017 167,360 57,378 33,522	<b>Temora Community Centre Inc</b> Youth Worker Project – Temora	24,154
<b>Riverina Medical &amp; Dental Aboriginal Corporation</b> Aboriginal Youth Worker – Wagga Wagga	46,514	<b>The Council of the Municipality of Kiama</b> Youth Project – North Kiama	30,524
<b>Riverstone Neighbourhood Centre &amp; Community Aid Service Inc</b> Youth Development Officer Project – Riverstone	57,138	<b>The Fact Tree Youth Service</b> Generalist Youth Worker Project	132,479
<b>Riverwood Community Centre Inc</b> Riverwood Youth Service	95,465	<b>The Family Centre Community Projects Inc</b> Youth Space Project	44,619
<b>Rosie's Place Inc</b> Child Adolescent and Family Sexual Assault Counselling and Outreach Project	302,035	<b>The Junction Works Inc</b> Liverpool Youth Support Worker	79,349
<b>Samaritans Youth Services</b> Berkeley Vale Youth Centre Community Youth Development Project – Samaritans Developmental Youth Worker Hunter Youth Support Service Maitland & Dungog Youth Development Project Samaritans Youth Services – Newcastle/Lake Macquarie The Hub – Early Intervention & Activities The Cottage Youth Service	95,464 92,329 36,340 94,260 73,812 198,724 55,606	<b>The Shack Youth Services Inc</b> The Shack Youth Services The Shack Youth Support Worker Project	71,703 83,271
<b>San Remo Neighbourhood Centre Inc</b> San Remo Youth Services San Remo Youth Services Co-ordinator Youth Worker Assistant – Northern Wyong Youth Worker Assistant – Summerland Point	70,318 27,628 28,417 17,051	<b>The Uniting Church in Aust Property Trust (NSW)</b> Children Living Skills Program Doorways-1 Mount Druitt Integrated Youth Service Quakers Hill Youth Support Worker Wesley Newcastle Youth Service	49,220 49,971 204,283 86,425 54,017
<b>Shellharbour Aboriginal Community Youth Association Inc</b> Aboriginal Youth Project – Albion Park	53,289	<b>Thirroul Neighbourhood Centre Inc</b> Youth Project – Thirroul	55,679
<b>Shire Wide Youth Service Inc</b> Menai District Youth Services	104,428	<b>Tweed Training &amp; Enterprise Co Ltd</b> Murwillumbah Youth Centre	11,527
<b>Shopfront Theatre for Young People Coop Ltd</b> Shopfront Youth Outreach Program	48,575	<b>Unanderra/Figtree Area Residents Association Inc</b> Unanderra Figtree Youth Project	28,403
<b>Singleton Council</b> Singleton Youth Centre	70,034	<b>Upper Hunter Community Services Inc</b> Upper Hunter Youth Development Officer	59,173
<b>South Sydney Youth Services</b> South Sydney Youth Service	290,050	<b>Upper Hunter Shire Council</b> Upper Hunter Shire Youth Services	116,708
<b>Southern Shoalhaven Youth Services Inc</b> Youth Worker Southern Shoalhaven	38,288	<b>Upper Hunter Youth Services Inc</b> Muswellbrook Shire Youth Service	116,733
<b>Southlake Community Services Inc</b> Southlake Youth Centre	76,873	<b>Upper Mountains Youth Services Inc</b> Upper Mountains Youth Centre	91,907
<b>SPYNS Inc</b> South Penrith Youth Services	125,680	<b>Veritas House Inc</b> Backtracks	54,029
<b>St Clair Youth &amp; Neighbourhood Team Inc</b> St Clair Youth Development Project	89,039	<b>Vietnamese Australian Welfare Association</b> The Hearth	83,414
<b>St Francis Welfare Ltd</b> Come In Youth Resource Centre	246,679	<b>Walgett Shire Council</b> Youth Development Officer – Walgett	43,545
<b>St George Backstop Family Support Service Inc</b> Southern Suburbs Youth and Family Support	44,358	<b>Warilla Neighbourhood Centre Inc</b> Youth Project – Warilla	33,878
<b>St Joseph's Community Centre</b> St Joseph's Youth Housing Service	215,245	<b>Warren Shire Council</b> Warren Youth Zone	17,217
		<b>Waverley Action for Youth Services</b> Bondi Youth Centre Project	136,126
		<b>Wellington Information &amp; Neighbourhood Services Inc</b> WINS Youth Services	135,585
		<b>Werrington Community Project Inc</b> Werrington Youth Development Project	55,990
		<b>Westlakes Youth Action Committee</b> Toronto West Drop In Centre	37,822
		<b>Westway Youth Support Inc</b> Out of Hours Youth Worker Westway Youth Support	22,539 63,046

## Community Services Grants Program (cont.)

	\$
<b>Wollondilly Community Development Committee Inc</b>	
Wollondilly Youth Services Network	30,519
Youth Outreach Project	17,976
<b>Wyong Neighbourhood Centre Inc</b>	
Wyong Youth Services	163,379
<b>Yass Youth Association Inc</b>	
Beat Street Youth Centre	46,592
<b>YMCA</b>	
Cooma YMCA Youth Project	45,498
<b>Youth Action &amp; Policy Association</b>	
Western Sydney Regional Youth Development	98,348
<b>Youth for Christ Australia Inc Central Coast Region</b>	
Central Coast Early Intervention Adolescent and Family Counsellor	51,531
<b>Youth Off the Streets Ltd</b>	
Macquarie Fields Multi-Purpose Youth Centre – Capital	1,500,000
<b>YWCA</b>	
Big Sister/Big Brother Program	32,609
Broken Hill Youth Service	16,275

### Local Government Salary Subsidies – Youth

<b>Blacktown City Council</b>	
Salary Subsidy – Blacktown Youth Worker	12,309
<b>Blue Mountains City Council</b>	
Salary Subsidy – Blue Mountains Youth Worker	12,309
<b>Campbelltown City Council</b>	
Youth Development – Campbelltown	24,619
<b>Canterbury City Council</b>	
Salary Subsidy – Canterbury Youth Worker	12,309
<b>City of Ryde Council</b>	
Salary Subsidy – Ryde Youth Worker	12,309
<b>City of Sydney Council</b>	
Salary Subsidy – Sydney Youth Worker	12,309
Salary Subsidy – Sydney Youth Worker 1	12,309
<b>Fairfield City Council</b>	
Salary Subsidy – Fairfield Youth Worker	12,309
<b>Gosford City Council</b>	
Salary Subsidy – Team Leader Youth Services	12,309
<b>Hawkesbury City Council</b>	
Salary Subsidy – Hawkesbury Youth Worker	12,309
<b>Holroyd City Council</b>	
Salary Subsidy – Holroyd Youth Worker	12,309
<b>Hurstville City Council</b>	
Salary Subsidy – Hurstville Youth Worker	9,232
<b>Ku-ring-gai Council</b>	
Salary Subsidy – Ku-ring-gai Youth Worker	12,309
<b>Lane Cove Council</b>	
Salary Subsidy – Lane Cove Youth Worker	12,309
<b>Leichhardt Municipal Council</b>	
Salary Subsidy – Leichhardt Youth Worker	12,309
<b>Liverpool City Council</b>	
Salary Subsidy – Liverpool Youth Worker	12,309
<b>Manly Council</b>	
Salary Subsidy – Manly Youth Worker	12,309
<b>Marrickville Council</b>	
Salary Subsidy – Marrickville Youth Worker	12,309
<b>Parramatta City Council</b>	
Salary Subsidy – Parramatta Youth Worker	12,309
<b>Penrith City Council</b>	
Salary Subsidy – Penrith Youth Worker	12,309

<b>Port Stephens Council</b>	
Salary Subsidy – Port Stephens Youth Worker	12,309
<b>Randwick City Council</b>	
Salary Subsidy – Randwick Youth Worker	12,309
<b>Shellharbour City Council</b>	
Salary Subsidy – Shellharbour Youth Worker 1	12,309
Salary Subsidy – Shellharbour Youth Worker 2	12,309
<b>Sutherland Shire Council</b>	
Salary Subsidy – Sutherland Youth Worker	12,309
<b>The Council of the City of Botany Bay</b>	
Salary Subsidy – Botany Youth Worker	12,309
<b>The Council of the Shire of Hornsby</b>	
Salary Subsidy – Hornsby Youth Worker	12,309
<b>Warringah Council</b>	
Salary Subsidy – Warringah Youth Worker	12,309
<b>Waverley Council</b>	
Salary Subsidy – Waverley Youth Worker 1	12,309
<b>Willoughby City Council</b>	
Salary Subsidy – Willoughby Youth Worker	12,309
<b>Wollongong City Council</b>	
Salary Subsidy – Wollongong Youth Worker 1	12,309
Salary Subsidy – Wollongong Youth Worker 2	12,309
<b>Wyong Shire Council</b>	
Salary Subsidy – Wyong Youth Worker	12,309

### Peak, Coordination & Resource Project

<b>YMCA</b>	
Statewide Community Development Officer	53,878
<b>Youth Action &amp; Policy Association</b>	
Core Operations – YAPA	375,608

## Community Solutions and Crime Prevention – continuation of funding

<b>Berkeley Development Association Inc</b>	
Berkeley Recreation Education Centre	42,000
<b>Canterbury City Council</b>	
U-Turns 4 Youth	20,000
<b>Central Coast Domestic Violence Court Assistance Scheme Inc.</b>	
Domestic Violence Court Intervention Response Team	99,000
<b>Central Coast Emergency Accommodation Services Inc. T/as Coast Shelter</b>	
Youth Outreach Worker	68,000
<b>Coomaditchie United Aboriginal Corporation</b>	
Commaditchie Community Garden	42,000
<b>Cringila Community Cooperative</b>	
Cringila Crime Prevention Through Arts & Crafts	24,000
<b>Dubbo Neighbourhood Centre</b>	
Detached Youth Worker Project	11,000
<b>Illawarra Aboriginal Corporation</b>	
Myimbarr	180,000
<b>Illawarra Muslim Women's Association Inc.</b>	
Bridging the Gap Project	87,000
<b>Mallee Family Care</b>	
Youth Action Project	113,000
<b>Maroubra PCYC</b>	
Maroubra PCYC Learning Centre	5,000
<b>Northern Illawarra Support Service Inc.</b>	
Domestic Violence Support Groups for Women and Children	38,000
<b>Shellharbour City Council</b>	
After Hours Youth Workers	23,000
<b>Taree-Manning Women's Refuge</b>	
Police/Women's Refuge Partnership Against Domestic Violence Project	165,000

## Community Solutions and Crime Prevention – continuation of funding (cont.)

\$

<b>The Shack Youth Services</b>	
South Maroubra Outreach Project	82,000
<b>Warilla Community Neighbourhood Centre</b>	
Community Advocate	81,000
<b>Warrawong Residents Forum</b>	
Warrawong Community Kitchen	61,000
<b>Wesley Mission</b>	
Pacific Islander Family and Student Project	222,095
<b>Wyong Shire Council</b>	
Lake Haven Youth Place Coordinator	75,000
<b>YWCA NSW</b>	
Nowra After Hours Domestic Violence Service	100,000

## Families NSW Program

### FAMILIES NSW INITIATIVE (formerly Families First)

\$

<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>	
Supported Playgroup (Bradfordville) – Goulburn	21,610
<b>Anglicare – Welfare Services</b>	
Anglicare Liverpool Family Worker Service	251,122
Anglicare Migrant Service Fairfield Family Worker	63,699
Bay & Basin Mobile Supported Playgroup Shoalhaven LGA	23,733
Birth to Kindergarten – Phase Two (Kandos/Rylstone)	8,000
Bomaderry Mobile Supported Playgroup Shoalhaven LGA	23,733
Early Intervention Family Worker Service	158,290
Glebe Family Worker – Families First	3,298
Illawarra Child and Family Network Facilitation	30,990
Kandos Rylstone Family Worker – Families First	56,427
Shoalhaven Volunteer Home Visiting Service	64,831
Sussex Inlet Mobile Supported Playgroup Shoalhaven LGA	23,733
<b>Armidale Family Support Service Inc</b>	
Armidale Family Support Walcha Supported Playgroup	1,000
Armidale Supported Playgroup	25,184
Disability Development DADHC	3,500
Guyra Early Intervention Family Worker Service	38,775
PEDAL – Sibling Workshop	12,000
Regional Conference	10,000
Walcha Aboriginal Early Intervention Family Worker Service	36,275
<b>Auburn Migrant Resource Centre</b>	
Early Intervention Family Support Project	82,471
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>	
Transition to School for Aboriginal Children	20,000
<b>Ballina-Byron Family Centre Inc</b>	
Ballina/Byron Volunteer Home Visiting Service	136,243
Early Years	112,158
Ocean Shores Parenting Centre	63,699
<b>Baptist Community Services – NSW &amp; ACT</b>	
Baptist Community Services Playgroup Enhancement	3,000
Barrack Heights PS Mobile Supported Playgroup	23,733
Mount Warrigal PS Supported Playgroup	23,733
Warilla North PS Mobile Supported Playgroup	23,733
<b>Barnardos Australia</b>	
Aboriginal Community Resourcing Service	66,105
Albion Park Rail Aboriginal Mobile Supported Play Group	23,733
Barnardos Gilgandra Family Worker Service	80,668
Barnardos Wellington Family Worker Service	89,539
Barrack Heights Aboriginal Supported Playgroup	23,733
Bellambi Supported Playgroup	23,733
Berkeley Supported Playgroup	23,733
Birth to Kindergarten – Phase Two (Gilgandra & Wellington)	16,000
Koonawarra Public School Aboriginal Mobile Supported Playgroup Wollongong LGA	23,733
Northern Wollongong Volunteer Home Visiting Service	79,534
Play Packs	2,000

Shellharbour/Kiama Volunteer Home Visiting Service	78,222
Special Needs/Mental Illness Supported Playgroup	23,733
Warrawong Supported Playgroup	22,726
West Dapto Playgroup Resources	2,000
West Dapto Supported Playgroup Wollongong LGA	23,733
<b>Baulkham Hills Holroyd Parramatta Migrant Resources Centre</b>	
Early Intervention Family Support Service Holroyd Parramatta	116,000
Families First CALD Perinatal – Cumberland	126,052
<b>Bega Valley Shire Council</b>	
Baby Massage Project	8,000
Transition To School	8,000
<b>Biripi Aboriginal Corporation Medical Centre</b>	
Taree Aboriginal Family Worker	63,699
<b>Blacktown City Council</b>	
Families NSW Community Hub Model Development Project	140,000
<b>Blacktown Migrant Resource Centre</b>	
Early Intervention Family Support	179,939
Families First CALD Perinatal Project – Blacktown Baulkham Hills	128,052
<b>Blue Mountains Family Support Service Inc</b>	
Early Intervention Family Support – Upper Mountains	56,798
<b>Botany Family &amp; Children's Centre Inc</b>	
Randwick/Botany Supported Playgroup Service	168,379
<b>Browns Flat Aboriginal Corporation</b>	
Communities for Kids – Children's Christmas Party	2,000
<b>Bunjum Aboriginal Cooperative Ltd</b>	
Ballina Family Worker (Aboriginal)	66,549
<b>Burrn Dalai Aboriginal Corporation Inc</b>	
Families First Nambucca Young Parent Worker	47,132
<b>Burwood Council</b>	
Ashfield Burwood Canada Bay & Strathfield Family & Children's Services Interagency-FF	30,990
<b>Campbelltown Family Support Service Inc</b>	
Macarthur Family Worker – Families First	258,370
<b>Canterbury City Council</b>	
Canterbury Family & Children's Services Interagency-FF	30,990
<b>Centacare</b>	
Birth to Kindergarten – Phase Two (Bourke, Enngonia, Narromine & Trangie)	32,000
Centacare Family Worker Bourke	98,500
Centacare Forbes West Wyalong Family Worker Service	72,095
Centacare Mt Pritchard – Fairfield Family Worker	83,299
Centacare Narromine Trangie Family Worker	96,736
Central West Aboriginal Family Worker Service	77,641
Family Centre – Lake Cargelligo	60,120
Family Centre – Portland	60,120
Parenting Development Service	128,135
<b>Central Coast Kids Day Out Inc</b>	
Central Coast Kids Day Out – 2006	5,000
<b>Children First Inc</b>	
Families First Early Literacy Project – Blacktown Baulkham Hills	138,048
Families First Early Literacy Project – Cumberland	108,052
<b>Christian Outreach Centre</b>	
South Grafton Community House	9,124
<b>Coastwide Child &amp; Family Services Inc</b>	
Supported Playgroups – Gosford	100,799
<b>Cobar Mobile Children's Services Inc</b>	
Birth to Kindergarten – Phase Two (Cobar)	8,000
<b>Coffs Harbour Aboriginal Family Community Care Centre Inc</b>	
Coffs Harbour Aboriginal Family Worker	74,687
<b>Communicare Sydney</b>	
St George Supported Playgroup Service	189,039
<b>Community Activities Lake Macquarie Inc</b>	
Hunter Networks Newsletter	5,000
<b>Community Links Wollondilly Inc</b>	
Wollondilly Communities 4 Kids	37,150

## Families NSW Program (cont.)

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## Community Programs Inc

Clarence Valley Mobile Supported Playgroup	26,816
Clarence Valley Volunteer Home Visiting Scheme	91,252
Community Worker – Lower Clarence	45,608
Lower Clarence Supported Playgroup – Aboriginal Parenting Educator – (Aboriginal)	32,577
Parenting Educator – (Aboriginal)	19,964
South Grafton Supported Playgroup	20,113
Strengthening Communities Project	18,726

## Connect Child and Family Services Inc

Nepean Area Transition to School	172,732
The Parents And Educators Resource Library Service	5,165

## Contact Inc

Griffith Access to Early Childhood Activities for CALD Families	8,000
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## Continuing Education Centre (Albury-Wodonga Ltd)

Mobile Supported Pilot Playgroup Corowa, Urana & Hume Shires	20,000
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## Creating Links Cooperative Ltd

Bankstown Family Support Service Family Worker	251,122
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## Cringila Community Cooperative

Cringila Supported Playgroup	22,726
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## Department of Ageing, Disability and Home Care – South East Region

Aboriginal Planning Project	106,399
Regional Disability Development Officer	75,306
Young Children with Challenging Behaviours Project	100,000

## Department of Education &amp; Training

Bankstown Community For Kids	100,000
Batemans Bay Early Learning Support Project	25,000
Biraban Project	8,000
Birth to Kindergarten – Phase Two (Buninyong)	8,000
Birth to Kindergarten – Phase Two (Dubbo West)	8,000
Birth to Kindergarten – Phase Two (Goodooga)	8,000
Birth to Kindergarten – Phase Two (Ivanhoe)	8,000
Boggabilla Supported Playgroup	23,151
Bonnyrigg Schools As Community Centre	5,000
Cabramatta Schools As Community Centre	5,000
Canley Vale Schools As Community Centres	5,000
Cessnock Parenting Program – Playworks	96,037
Dee Why School as Community Centre	20,983
Early Language Development in Schools	46,000
Early Literacy	41,568
Early Literacy Project	9,000
Evaluation Project	36,155
Fairfield Public Schools As Community Centre	5,000
Families First Transition to School – Cumberland/ Prospect	216,103
Families First Transition To School Project	84,912
Goodooga Parents As Teachers Program	37,465
Gwabegar Supported Playgroup	1,000
Ivanhoe Parents As Teachers	37,465
Kemblawarra Aboriginal Supported Playgroup	23,676
Koorringal Mobile Literacy Mentoring Project	75,000
Let's Read Program – Shellharbour	6,846
Let's Read Program – Wollongong	6,500
Liverpool Community For Kids	100,000
Moree East – School as Community Centre	3,000
Moree East SACC – Playgroup	3,500
Mungindi Supported Playgroup	23,151
Northern Sydney Transition to School	123,960
Nowra East Public School Aboriginal Supported Playgroup	23,733
Pacific Communities	125,000
Parenting Programs Childcare Enhancement – Glebe Public School	1,600
Parenting Programs Childcare Enhancement – Lakemba Public School	1,600
Parenting Programs Childcare Enhancement – Marrickville West Primary School	1,600
Parenting Programs Childcare Enhancement – Punchbowl Public School	1,600
Port Stephens Parenting Program	77,080
Redfern Waterloo Supported Playgroup Network Allocation	32,000
School as Community Centre – Granville South Public School	123,960
Schools as Community Centres – Ashcroft	3,000
Southern Tablelands Community Early Learning Development and Support Project	20,600

Strengthening Families – Resourcing Parents, Inner West	109,105
Tingha Aboriginal Supported Playgroup	30,915
Transition To School – Seeding Grants	212,500
Transition to School – Wyoming Public School	37,235
Tweed Toy Library	5,792
Yass Transition To School Project	6,000
Quirindi Supported Playgroup	22,184
Central West – Parents As Teachers, Lake Cargelligo – Portland	37,580

## Department of Health

Aboriginal Family Worker – Clarence	70,333
Armidale Aboriginal Mothers & Babies Program	49,232
Communication Strategy for Parents & Carers	212,022
Early Language Development	11,000
Families First Family Support Service Daruk A.M.S.	81,039
Families First Young Parent Worker Project – Kempsey	68,013
Family Support Worker – Goorri T6401	71,525
Family Ties Volunteer Home Visiting Service	38,169
Family Worker – Aboriginal Fathers – Tweed	23,135
Paediatric Physiotherapy Program	66,029
Sutherland Child & Family Interagency	41,320
Young Parent Support Worker – Maitland & Port Stephens LGA	75,948

## Department of Housing

Riverina Murray Project Officer	30,000
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## Durri Aboriginal Corporation Medical Service

Kempsey Shire Aboriginal Family Workers	97,694
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## Early Education (EARLYED) Inc

Families First Early Childhood Intervention Mobile Playgroup	110,000
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## Eurobodalla Family Support Service Inc

Batemans Bay Supported Playgroup	20,000
Eurobodalla Court Carers	40,000

## Fairfield City Council

Families First Facilitation Project: Bankstown	51,650
Families First Facilitation Project: Fairfield	51,650
Families First Facilitation Project: Liverpool	51,650
Families First Supported Playgroup – Fairfield / Liverpool	313,387

## Fairfield Parent Support Centre Inc

Fairfield Parent Support Family Worker	63,699
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## Family Child Care Services Central Coast Inc

Aboriginal Speech Outreach Project	20,761
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## Family Services Illawarra Incorporated

Early Support Family Worker Hours	38,612
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## Family Support Network Inc

Community Worker – South Lismore	29,188
Lismore Volunteer Home Visiting Scheme	155,528
Nimbin Parenting Centre	52,056

## Family Worker Training &amp; Development Program

Families First Cumberland/Prospect Learning & Development Project	215,000
Nepean Families First Learning & Development	114,247

## Far West Family Services Inc.

Birth to Kindergarten – Phase Two (Broken Hill & Menindee)	8,000
Broken Hill & Menindee Family Worker Service	82,069

## Glen Innes Severn Council

Glen Innes Aboriginal Supported Playgroup	30,415
Glen Innes Outreach Supported Playgroup	25,825
Gum Tree Glen & HNEAH FF Infrastructure	824
Gum Tree Glen & HNEAH OT Support	5,000

## Good Beginnings Australia Ltd

Birth to Kindergarten – Phase Two (Broken Hill & Menindee)-FF	8,000
Good Beginnings Volunteer Family Support Program	83,618

## Gosford City Family Support Service Inc

Early Intervention Family Worker	64,831
Early Intervention Family Worker Disabilities	74,299
Parenting Group Program Families First	51,650

## Great Lakes Community Resources Inc

Homebase Supported Playgroup	33,522
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## Great Lakes Gloucester Child/Family Services Inc

Gloucester Mobile Supported Playgroup	39,674
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## Gunnedah Family &amp; Children's Service Inc

Gunnedah Supported Playgroup	33,625
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## Families NSW Program (cont.)



		Fairfield Linking Families VHVS	185,965
		Liverpool Linking Families VHVS	185,965
<b>Gunnedah Family Support Inc</b>		<b>Kempsey Family Support Service Inc</b>	
Bellybuttons	18,000	Kempsey Macleay Family and Group Work Project	91,763
FF-Infrastructure	824	<b>Koorana Child &amp; Family Centre Inc</b>	
Gunnedah Outreach Early Intervention Family Worker	58,869	Families First Supported Playgroup – Bankstown/ Canterbury	283,387
<b>Gwydir Shire Council</b>		<b>KU Children's Services</b>	
Gwydir Shire Early Intervention Family Worker	71,044	Inner Newcastle – Supported Playgroup	106,497
Gwydir Supported Playgroup	1,500	KU Inner West Play & Chat Supported Playgroups	194,882
<b>Hawkesbury City Council</b>		Northern Sydney Supported Playgroup	152,379
Community Hub Project – Hawkesbury	110,000	<b>Kyogle Family Support Service Inc</b>	
Hawkesbury (Early Intervention) Family Worker	119,616	Community Worker (Parenting)	39,092
<b>Holroyd/Parramatta Mobile Minders Inc</b>		<b>Lady Gowrie Child Centre</b>	
Families First Childcare Service Project – Cumberland	56,280	Children's Services Diversity Project	85,000
<b>Home-Start National Inc</b>		<b>Lithgow Information &amp; Neighbourhood Centre Inc</b>	
Birth to Kindergarten – Phase Two (Mudgee & Rylstone)	8,000	Central West Supported Playgroup Service	175,281
Central West Volunteer Home Visiting Service	199,647	<b>Liverpool Migrant Resource Centre Inc</b>	
FF VHVS – Gundagai-Tumut-Tumbarumba	95,086	Cultural Connect	106,141
FF VHVS – Hay, Carrathool, Murrumbidgee Shires	90,904	<b>Macarthur Community Forum Inc</b>	
Forster/Tuncurry/Taree Home-Start	102,660	Families First Facilitation Project: Macarthur	123,093
Home-Start (Mudgee/Rylston) VHVS	91,438	<b>Mackillop Rural Community Services</b>	
Macleay Home Start Volunteer Home Visiting Scheme	76,885	Birth to Kindergarten – Phase Two (Lightning Ridge & Coonabarabran)	16,000
Volunteer Home Visiting – Southern Tablelands	50,873	Engaging Lightning Ridge Community In Parenting	90,000
Volunteer Home Visiting – Wingecarribee	105,713	<b>Manning Support Services Inc</b>	
<b>Home-Start Western Area Inc</b>		Manning, Great Lakes, Gloucester Family and Group Work Programs	131,105
Birth to Kindergarten – Phase Two (Nyngan & Warren)	16,000	<b>Marayong House Neighbourhood Centre Inc</b>	
Home-Start Western (Bogan, Cobar & Warren) VHVS	89,590	Families First Childcare Brokerage Service	56,275
<b>Hunter Homestart Inc</b>		<b>Marrickville Council</b>	
Aboriginal Volunteer Home Visiting Service	85,361	Joint Orientation and Learning & Development Project	20,660
Cessnock Volunteer Home Visiting Services	107,455	Marrickville Family & Children's Services Interagency	40,990
Hunter RBA Development	10,000	<b>Menai District Neighbourhood Service Inc</b>	
Muswellbrook Volunteer Home Visiting Service	110,890	Menai Community Facilitation Project	46,485
Raymond Terrace Volunteer Home Visiting Services	107,455	<b>Mid Richmond Neighbourhood Centre Inc</b>	
Volunteer Home Visiting Service – Maitland & Singleton	108,534	Box Ridge Supported Playgroup	16,637
Volunteer Home Visiting Services Rural & Remote	99,060	Evans Head Supported Playgroup	20,113
West Lake Macquarie Volunteer Home Visiting Service	107,455	<b>Migrant Link Australia</b>	
<b>Illawarra Aboriginal Corporation</b>		Regional Network Facilitation Project	80,000
NAIDOC and Reconciliation Week	6,000	<b>Miimali Aboriginal Community Association Inc</b>	
<b>Illawarra Aboriginal Medical Service Aboriginal Corporation</b>		Aboriginal Families First Liaison Officer Project	94,278
Wollongong Aboriginal Family Worker	64,831	<b>Mindaribba Local Aboriginal Land Council</b>	
<b>Illawarra Area Child Care Ltd</b>		Aboriginal Family Worker Service – Mid Hunter	76,174
Shoalhaven Child Care Brokerage Fund	7,500	<b>Mission Australia</b>	
Supporting Children with Challenging Behaviours Enhancement	5,000	Hornsby Waitara Community Hub Pilot Project	106,399
<b>Illawarra Children's Services Ltd</b>		Informal Parent Discussion Group – Penrith/ Hawkesbury	91,126
Children With Special Needs Supported Playgroup	23,733	Transition to Community Hub Model St Marys	45,169
Illawarra Transition To School	48,623	Young Parents Network	60,000
Illawarra Transition to School – Shellharbour	24,895	<b>Monaro Early Intervention Service Inc</b>	
Transition To School Project – Hard to Reach Families	20,000	Cooma Public School Supported Playgroup	7,076
<b>Illawarra Dubays Aboriginal Womens Network Group</b>		Rural Outreach Monaro Playgroups Service (ROMPS)	22,200
Year 12 Graduation Illawarra	5,000	<b>Monaro Family Support Service Inc</b>	
<b>Illawarra Multicultural Services Inc</b>		Koori After School Homework (KASH)	14,650
African Refugee/Multicultural Supported Playgroup	23,733	Mum and Dad Group	10,000
Macedonian Mobile Supported Playgroup	22,726	<b>Moree Family Support Inc</b>	
Multicultural Mobile Supported Playgroup	22,726	Moree Family Links – Disability Program	4,880
Spanish Supported Playgroup	23,733	Moree Family Links Project	78,070
<b>Imlay Special Needs Group Inc</b>		Moree FFIG Infrastructure	1,000
Bega Valley Aboriginal Family Support Worker	42,000	Moree Supported Playgroup	1,500
<b>Inner West Aboriginal Community Company Ltd</b>		<b>Mountains Community Resource Network Inc</b>	
Engaging Aboriginal & Torres Strait Islander Families	72,310	Parenting Support & Information for CALD & ATSI Families Strategy	39,999
Inner West Aboriginal & Torres Strait Islander Supported Playgroups	77,475	<b>Mountains Outreach Community Service Inc</b>	
<b>Inverell Disability Services Inc</b>		Community Hub Project – Mid Blue Mountains	110,000
New England Scan	8,000	Parenting Young	40,000
<b>Jumbunna Community Preschool &amp; Early Intervention Centre Inc</b>		<b>Nambucca Valley Children's Group Inc</b>	
Casino Supported Playgroup	23,842	Nambucca Bellingen Families First Services	150,918
<b>Junaya for Families</b>			
Families First Riverstone Aboriginal Family Support Service	64,829		
<b>Karitane</b>			
Bankstown Linking Families VHVS	198,765		

## Families NSW Program (cont.)

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<b>Nambucca Valley Community Services Council</b>			
Nambucca Bellingen Volunteer Home Visiting Service	90,163		
<b>Narrabri &amp; District Community Aid Service Inc</b>			
Families First – Learning & Development Network	14,000		
Narrabri FFIG Infrastructure	824		
Narrabri Outreach Early Intervention Family Worker	78,012		
Narrabri Supported Playgroup	23,665		
Watch Your Child Grow	10,500		
<b>Newcastle Family Support Services Inc</b>			
Family Worker – Newcastle Local Government Area	80,218		
<b>Noah's Ark Centre of Shoalhaven Inc</b>			
Autism and Asperger's Syndrome Conference	1,000		
Managing Children Program Behaviour Network Coordination	50,153		
<b>North St Marys Neighbourhood Centre Inc</b>			
Strengthening Communities – North St Marys	64,831		
<b>Northern Illawarra Family Support Service</b>			
Early Support Family Worker Hours	12,872		
<b>Northern Settlement Services Ltd</b>			
CALD Family Worker	150,016		
<b>Nowra Family Support Service Inc</b>			
Ulladulla Early Support Family Worker	43,221		
<b>Nowra Local Aboriginal Land Council</b>			
NAIDOC Week – Shoalhaven	1,000		
<b>Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page</b>			
Bega Valley Volunteer Home Visiting Service	49,704		
Cooma-Monaro Volunteer Home Visiting Service	49,398		
Eurobodalla Volunteer Home Visiting Service	49,704		
Queanbeyan, Tallaganda & Yarrowlumla VHVS	81,039		
<b>Orange Community Resource Organisation Inc</b>			
Central West Supporting Children Starting School	103,975		
<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b>			
Tottenham, Trundle & Tullamore Supported Playgroups	21,106		
<b>Parramatta City Council</b>			
Families First Holroyd Parramatta Aboriginal Family Support Service	67,665		
<b>Pilliga &amp; District Community Link Committee Inc.</b>			
Child Adolescent Mental Health Resource Kit	2,600		
Pilliga Supported Playgroup	23,151		
<b>Queanbeyan Children's Special Needs Group Inc</b>			
Queanbeyan Special Needs Children's Holiday Program	14,018		
<b>Queanbeyan City Council</b>			
Queanbeyan Indigenous Playschool	25,936		
<b>Regional Social Development Group Inc</b>			
FF Volunteer Home Visiting Service – Culcairn, Holbrook, Lockhart & Urana	95,086		
FF Volunteer Home Visting Service – Berrigan, Corowa, Jerilderie	95,086		
<b>Relationships Australia (NSW)</b>			
Ryde Hunters Hill CALD Parenting Pilot Project	155,295		
<b>Save The Children Fund Australia</b>			
Inner City Mobile Playbus	97,500		
Riverina Murray FF Supported Playgroups	144,620		
<b>SDN Children's Services Inc</b>			
Early Childhood Intervention Mobile Playgroup – Parramatta	157,059		
<b>Seaboard Community Neighbourhood Services Inc</b>			
Mobile Resource Playgroup	46,741		
<b>Shellharbour Aboriginal Community Youth Association Inc</b>			
Koori Youth Worker in Schools Resources	4,000		
<b>Shellharbour City Council</b>			
Community Transport Brokerage	15,042		
<b>South Coast Medical Service Aboriginal Corporation</b>			
Jerinja Aboriginal Supported Playgroup	23,294		
Koori Baby Bag Project	4,000		
<b>South Inverell Residents Association</b>			
FF-FFIG-Infrastructure	824		
South Inverell Supported Playgroup	24,684		
<b>South Sydney Youth Services</b>			
La Perouse Supported Activities Program FF	40,000		
<b>SPYNS Inc</b>			
Aboriginal and Torres Strait Islander Early Intervention Family Worker	55,000		
Community Hub Project – Penrith	70,001		
<b>St George Advocates for Children (Inc)</b>			
St George Child & Family Interagency Project	41,320		
<b>St George Division of General Practice</b>			
General Practitioner Collaboration Project	14,000		
<b>Tamworth Family Support Service</b>			
Southern FFIG Infrastructure	1,000		
Southern Outreach Early Intervention Family Worker	78,012		
Tamworth Supported Playgroup – Families First	36,275		
Quirindi Supported Playgroup	824		
<b>Temora Preschool Kindergarten Inc</b>			
Temora and Surrounds Pilot Supported Playgroup	25,000		
<b>Tenterfield Social Development Committee</b>			
Tenterfield Aboriginal Family Links Project	36,641		
<b>The Benevolent Society</b>			
Camden Communities 4 Kids Project	74,299		
Campbelltown Communities 4 Kids	122,062		
First Five Years Program Macarthur	591,389		
Inner West Volunteer Home Visiting	299,470		
Learning and Development Project	30,000		
Networks of Practice Central Coast	92,970		
Parent Coordination Project & Seeding Grants	92,970		
Woolloomooloo Community Connector Project	61,980		
<b>The Council of the Shire of Hornsby</b>			
Aboriginal Community Facilitator	100,871		
<b>The Family Centre Community Projects Inc</b>			
Early Family Worker	76,223		
Murwillumbah Community Worker – Parenting	39,092		
Tweed Coast Supported Playgroup	63,699		
Tweed Valley Volunteer Home Visiting Scheme	136,243		
<b>The Neighbourhood House – Bayldon Boambee Bonville Sawtell Toormina Inc</b>			
Home-Start Coffs Harbour	77,672		
<b>The Northcott Society</b>			
Family Resource Links	154,446		
<b>The Uniting Church in Aust Property Trust (NSW)</b>			
Burnside-Cabramatta/Fairfield Family Worker	66,699		
Coastwide Home Visiting Service	332,744		
Coffs Harbour Families NSW Programs	163,263		
Community HUBS	160,000		
Early Intervention Family Support – Lower Mountains	55,177		
Families First North West Sector Community Hub	144,620		
Family Worker Service West Lake Macquarie	77,080		
Hastings Family Learning Together Project	71,245		
Hastings Family Worker and Aboriginal Family Worker	99,160		
Hastings Fathers Support Project	29,046		
Informal Parent Discussion Group – Blue Mountains	41,318		
Inner West Family Worker (Bilingual) Service	4,576		
Riverstone Aboriginal Family Service Project	60,880		
Rural Family Worker (Dungog LGA)	72,894		
Supported Playgroups – Wyong	100,799		
Villawood/Chester Hill Communities For Kids	94,278		
<b>TRI Community Exchange Inc</b>			
Service Network Project – Nepean Area	34,606		
<b>Trustees Roman Catholic Church Diocese of Lismore</b>			
Hastings Families First Community Development and Promotion Strategy	13,389		
Hastings Homestart	102,660		
<b>University of Newcastle</b>			
Volunteer Home Visiting Service – Newcastle & Lake Macquarie	96,351		

## Families NSW Program (cont.)



<b>Upper Hunter Community Services Inc</b>	
Aboriginal Family Worker – Upper Hunter	76,174
Hunter Park Family Centre	74,876
<b>Wagga Wagga City Council</b>	
Families NSW Conference	25,000
Family NSW Aboriginal Family Worker Project	140,000
<b>Wariga Ngurra</b>	
Aboriginal Family Worker Service – Port Stephens	76,174
<b>Warringah Council</b>	
Culturally and Linguistically Diverse Community Facilitator Project	50,000
Metro Central Results Based Accountability Training Project	27,500
<b>Western Sydney Community Forum Inc</b>	
Service Network Project	120,000
<b>WESTIR Ltd</b>	
Northern Sydney Data Project	20,000
<b>Wingecarribee Family Support Service</b>	
Aboriginal Community Development Project	40,000
<b>Wollondilly/Camden Family Support Service Inc</b>	
Wollondilly Communities 4 Kids	37,149
<b>Yerin Aboriginal Health Services</b>	
Aboriginal Mothers & Babies Worker	70,017
ATSI Early Intervention Worker	52,683
<b>Young Neighbourhood Centre Inc</b>	
Parent Education & Support Network	52,409
Southern Slopes Volunteer Home Visiting Service	50,258
<b>Young Preschool Kindergarten Inc</b>	
Mobile Early Childhood Service Southern Slopes	21,228
<b>YWCA</b>	
Kids 4 L.I.F.E.	84,248

## Out-of-Home Care



### AFTER CARE

<b>Centacare</b>	
After Care Service – Centacare OOHC	108,537
ALIVE Program-02	260,366
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
ACE Program	348,710
ACE Southern	315,645

### GENERAL COMMUNITY BASED SERVICES

<b>Aboriginal Child, Family &amp; Community Care State Secretariat (NSW) Inc</b>	
Aboriginal Child, Family & Community Care State Secretariat	98,984
Aboriginal Foster Carer Support Service	19,571
Aboriginal Foster Carer Support Service – Addition to project 82265	19,909
Aboriginal Services Training and Development Project	29,715
<b>Aboriginal Children's Service Ltd</b>	
Central West Area Foster Parent/Child Support	141,134
Cowra Foster Care	161,771
Foster Family Support – ACS	59,519
St Mary's Foster Care	126,396
Wagga Foster Care	168,670
<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>	
Adolescent Program – Goulburn	169,978
Anglicare South West – Temporary Foster Care Program	225,224
Central West High Intensity – Crisis Services	826,809
Temporary Family Care – Goulburn	83,523
Wagga Adolescent Community Placement Service	553,627
<b>Anglicare – Welfare Services</b>	
Adoption Service – Telopea	316,467
Foster Care – Telopea	801,884
Lisgar Youth Support	311,988
Paul Street Adolescent Program	556,491

## Association of Children's Welfare Agencies Inc

ACWA OOHC Development Project	125,625
Centre for Community Welfare Training	578,412
<b>Baptist Community Services – NSW &amp; ACT</b>	
Pathways	270,065
<b>Barnardos Australia</b>	
Auburn Temporary Care	353,300
Barnardos Sibling Placement Project	80,791
Find A Family	2,080,368
Kingston House	373,669
Penrith Temporary Family Care	305,041
Temporary Family Care Program	390,638
Waverley Temporary Family Care	677,905
<b>Biripi Aboriginal Corporation Medical Centre</b>	
Great Lakes/Manning Aboriginal Children's Service – Foster Care	234,605
Great Lakes/Manning Aboriginal Children's Service – Foster Care – Addition To Project	133,856
<b>Boys' Town Engadine</b>	
Dunlea Living Area	294,317
Fleming Living Area	297,463
Power Living Area	296,792
<b>Burrin Dalai Aboriginal Corporation Inc</b>	
Burrin Dalai Out of Home Care & Family Support – Addition to 82601	118,856
Burrin Dalai Out of Home Care and Family Support Service	251,379
<b>Centacare</b>	
Access Service – Macarthur	85,299
Adolescent Foster Care	208,553
Adoption Support – Newcastle	44,699
Centacare Adoption Program	365,318
Centacare Foster Care	367,161
Centacare Newcastle Foster Care	558,417
Centacare Pre Adoption Program	69,877
Centacare Professional Support Service	108,353
Centacare Sibling Placement Program	266,760
Community Placement Program	260,865
Fairfield/Liverpool TFC	263,472
Family Resource Service	271,087
Long Term Family Placement Program	273,204
Sherbrook Residential Care Program	552,163
South West Sydney Contact Service BLF	85,299
Temporary Family Care Leichhardt	218,023
<b>Central West Family Support Group Inc</b>	
Aboriginal Out-of-Home Care Support	118,856
<b>Edmund Rice Community Services</b>	
Eddy's Place	377,390
<b>Hunter Aboriginal Children's Services</b>	
Hunter Foster Care	247,206
Hunter Foster Care – addition to project 80505	118,856
<b>International Social Services (NSW Region)</b>	
NSW Based Counselling & Family Tracing Service for Former British Child Migrants	30,000
<b>KARI Aboriginal Resource Inc</b>	
Kari Care & Support Service	247,420
Kari Care & Support Service-(1)	118,856
Kari Care & Support Service-(2)	237,713
Kari Care & Support Service-(3)	113,630
<b>Link-Up (NSW) Aboriginal Corporation (Metro West)</b>	
Family-Link Worker	118,856
<b>Lutanda Children's Home</b>	
Group Home – Castle Hill	118,637
<b>Macarthur District Temporary Family Care Inc</b>	
General Scheme	242,319
<b>Mallee Family Care Inc</b>	
Wentworth Balranald Foster Care	221,782
<b>Marist Youth Care Ltd</b>	
Egan	301,230
Minahan	376,656
Quinlan	388,027

## Out-of-Home Care (cont.)

	\$
<b>Missionary Sisters of Mary Queen</b>	
St Therese House	90,904
<b>NSW Committee on Adoption and Permanent Care Inc</b>	
Be My Family Project	12,790
<b>South Coast Medical Service Aboriginal Corporation</b>	
Shoalhaven Aboriginal Out of Home Service	335,136
<b>Southern Youth and Family Services Association Inc</b>	
Out of Home Service-SYFSA – Illawarra	736,092
<b>St Joseph's Community Centre</b>	
Tweed Heads Family Visitation Service	222,896
<b>Stretch-A-Family Inc</b>	
Substitute Care On Track	515,175
<b>The Burdekin Assoc Inc</b>	
Birkley Cottage Substitute Care Project	253,705
<b>The Foster Parent Support Network Inc</b>	
Foster Parent Support Network Program	68,382
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Byrnes	530,113
Coffs Harbour Foster Care Program	1,366,636
Dunkeld – Family & Youth Support Education Program W.S.	478,655
Education Program W.S.	163,370
Family Work Program – North Parramatta	505,238
Foster Care – Castle Hill	496,287
Foster Care – Penrith	614,681
Foster Care Program	330,606
Foster Care Program – Burnside	486,658
Gordon	545,694
Minnamurra	441,568
Professional Support Services – Burnside	387,848
Wesley Dalmar – Gateway	576,323
Wesley Dalmar – Lewisham Office	70,487
<b>Wandiyali ATSI Inc</b>	
Hunter Aboriginal OOH	71,594
Hunter Aboriginal OOH – addition to project	118,856
<b>Youth Off the Streets Ltd</b>	
New Pathways	326,576
Southern Highlands Residential Treatment Programs	202,500

## HIGH NEEDS KIDS PLACEMENTS

<b>Allambi Youth Services Inc</b>	
BIDDABA	4,854,157
<b>Centacare</b>	
Centacare Children and Adolescent Residential Services	3,046,662
<b>Life Without Barriers</b>	
Children & Young Persons Placement Service	16,015,219
<b>Lifestyle Solutions (Aust) Ltd</b>	
Lifestyle Placements for Youth	233,161
<b>Marist Youth Care Ltd</b>	
The Compass Services (Intensive Residential Care)	6,845,703

## INTENSIVE OUT-OF-HOME CARE SERVICES

<b>Southern Youth and Family Services Association Inc</b>	
Intensive Out of Home Services – Wollongong	159,415
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Adolescent Crisis/Short Term	270,241

## POST CONTRACT SERVICES

<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>	
Adolescent Community Placement Service	1,283,451
<b>Biripi Aboriginal Corporation Medical Centre</b>	
Marungbai Leaving Care & After Care Service	370,136
<b>Caretakers Inc</b>	
Intensive Out of Home Service – Bondi	584,617

## CASPA – Child & Adolescent Specialist Programs & Accommodation

Adolescent Service (North Coast)	495,228
<b>Centacare</b>	
Alive Leaving Care Services	230,492
Sherbrook Intensive Support Service	292,322
<b>CREATE Foundation Inc</b>	
Create Foundation	414,676
<b>Foster Care Association (NSW) Inc</b>	
Peer Support & Information Service (2)	332,221
Regional Network Development Project	100,000
<b>Marist Youth Care Ltd</b>	
Marist Intensive Support Service	1,182,917
<b>Ngunya Jarjum Aboriginal Child and Family Network Inc</b>	
Ngunya Jarjum Aboriginal Child & Family Network	246,070
Ngunya Jarjum Aboriginal Child & Family Network – addition to project 81925	118,856
<b>Relationships Australia (NSW)</b>	
After Care Project – Metro West Region	350,883
After Care Resource Centre – Support Service	116,845
After Care Resource Centre – Central	178,047
<b>St Joseph's Cowper Inc</b>	
Adolescent Service (St Joseph's)	515,175
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Intensive Support Community Placement – Orana	553,627
<b>United Protestant Association</b>	
Youth Care UPA	148,770

## Redfern Waterloo Partnership

	\$
<b>Barnardos Australia</b>	
Redfern Waterloo Intensive Family Support Service	581,124
<b>Centacare</b>	
Redfern Waterloo Family Support Counselling – CALD Families	87,500
<b>Mudgin-Gal Women's Corporation</b>	
Redfern Waterloo In-Home Support for Aboriginal Families	87,500

## Supported Accommodation Assistance Program

### CASE MANAGEMENT

<b>Bungree Aboriginal Association Inc</b>	
Aboriginal Adolescent & Family Counsellor	80,806
Aboriginal Youth & Family Supported Accommodation Assistance Project	153,636
<b>Samaritans Youth Services</b>	
Samaritans Youth Services – Samaritans Outreach Team	377,959

### DOMESTIC VIOLENCE – RURAL & REMOTE

<b>Central Tablelands Housing Association Inc</b>	
Operation Courage	31,101
<b>Linking Women with Safety Across the Communities Inc</b>	
Linking Women With Safety Across the Communities	153,854

### EX-HPAP PROJECTS

<b>Mission Australia</b>	
Campbell House – Mission Australia Centre	1,129,779
Supported Accommodation Program – Single Men	567,105
<b>St Vincent de Paul Society</b>	
Matthew Talbot Hostel – Woolloomooloo	3,659,755
<b>The Salvation Army (NSW) Property Trust</b>	
Foster House CHOP	840,820
Foster House Crisis	1,690,739
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Edward Eagar Lodge	1,495,865

## Supported Accommodation Assistance Program (cont.)



### GENERAL SUPPORT & SUPPORTED ACCOMMODATION

#### Aboriginal Corporation for Homeless & Rehabilitation Community Services

Ngura Hostel 375,626

#### Adele Dundas Inc

Adele House 178,604

#### Albury Supported Accommodation Service Inc

Albury Supported Accommodation Service 173,792  
ASAS/ACH – SAAP/CAP Innovation Initiative 12,072

#### ANGLICARE – Canberra & Goulburn Youth & Family Services

Eurobodalla SAAP Service 293,364  
Goulburn Emergency Accommodation 253,980

#### Angicare North Coast Incorporated

Clarence Crisis Accommodation Brokerage 105,923

#### Ballina & District Community Services Assoc Inc

Housing Support Service 178,026

#### Barnardos Australia

Family Temporary Accommodation 167,195  
Penrith Family Accommodation & Support 85,600

#### Bathurst Emergency Accommodation Place Inc

Bathurst Emergency Accommodation 183,894  
Bathurst Emergency Accommodation – SAAP/CAP Innovation Initiative 6,036  
Bathurst Shelter 10,303

#### Blue Mountains Youth Accommodation and Support Service Inc

Katoomba Homeless Men's Project 6,301

#### Bourke Proclaimed Place

Dunbi Place 241,329

#### Boystown

San Miguel Family Centre 54,638  
San Miguel Accommodation Service 358,053

#### Brewarrina Drug & Alcohol Committee

Bulgun Place 509,379

#### Byamee Proclaimed Place Inc

Byamee Homeless Persons Support Team 307,738

#### Byron Emergency Accommodation Project Inc

Byron Emergency Accommodation Project 203,672  
Byron Housing Support Project 63,336

#### Centacare

Housing Advocacy & Support 244,616

#### Churches of Christ Community Care

Pendle Hill Crisis Centre 105,999

#### City of Sydney Council

Homeless Persons Information Centre 224,903

#### City Women's Hostel Inc

City Women's Hostel 543,340

#### Coast Shelter Ltd

Central Coast Emergency Accommodation Services 701,049  
Gosford Emergency Accommodation Services CAP/SAAP Innovation Initiatives 16,095  
Intoxicated Persons Project 91,661

#### Community Housing Mid North Coast Inc

Coffs Harbour Accommodation Brokerage And Housing Support Service 93,123

#### CRC Accommodation Services

CRC Group Homes 382,829

#### Dubbo Emergency Accommodation Project Inc

Dubbo Emergency Accommodation Project 313,776

#### Glebe House

Glebe House 133,187

#### Haymarket Foundation Ltd

Albion Street Lodge 1,087,919

#### Homelessness NSW ACT

NSW & ACT Association of Homeless Person Services 209,402

#### Judge Rainbow Memorial Fund Inc

Rainbow Lodge – Glebe 49,962

#### Kempsey Neighbourhood Centre Inc

Kempsey & Hastings Brokerage & Housing Support 65,314

#### Mission Australia

A Woman's Place 1,093,415  
Fairlight Centre 393,158  
Mission Australia Brokerage Project (Cumberland) 165,412  
Missionbeat 598,382  
Newcastle Adult Accommodation Support Service 520,945  
Rawson Centre 367,212  
Sydney City Mission – Liverpool Centre 328,883

#### Monaro Crisis Accommodation Service Inc

Monaro Crisis Accommodation Service 228,231

#### Nambucca Valley Neighbourhood Centre Inc

Crisis Accommodation Brokerage Service 67,013

#### Namoi House Inc

Walgett Domestic Violence Service 179,813  
Walgett SAAP Service 441,349

#### Narrabri & District Community Aid Service Inc

Narrabri Homeless Persons Support Team 172,065

#### Narrabri Family Crisis Centre Inc

The Cottage 209,922

#### NSW Women's Refuge Movement Working Party Inc

Women's Refuges Working Party 68,347

#### On Track Community Programs Inc

Tweed Crisis Accommodation & Support Service 78,844  
Tweed Crisis Accommodation Project – SAAP/CAP 19,473

#### Orana Accommodation & Support Services Committee Inc

Sturt House 304,602

#### Orange Community Accommodation Service Inc

Orange Community Accommodation Service 287,292

#### Our Lady of Snows

Our Lady of Snows 41,518

#### Parramatta Mission

Hope Community Cottage 157,515  
Hope Hostel 813,356  
Supervised After Hours Emergency Accommodation 6,566

#### Queanbeyan City Council

Queanbeyan Family Accommodation & Support Service 52,214

#### Samaritans Youth Services

Taree & Foster Brokerage & Housing Support 65,314

#### Shared Vision Aboriginal Corporation

Helping Hand – Crisis Accommodation Brokerage Service 73,690

#### St Vincent de Paul Society

Bishop Fox Memorial Hostel 17,760  
Edel Quinn Shelter 227,863  
Freeman House 242,084  
Goulburn St Vincent de Paul Men's Shelter 197,376  
Macarthur Ozanam Centre, Family Service & Men's Service 770,507  
McCosker House 222,275  
Multihouse Scheme Concord 141,597  
Quamby House Men's Hostel 317,857  
St Jude's Refuge & Outreach Service 286,053  
St Vincent de Paul Homelessness Services 286,089  
St Vincent de Paul House 469,850  
The Cardinal Freeman Centre 409,641  
The Matthew Talbot Centre 136,718  
Vincentian Village 261,356  
John Purcell House 126,144  
Macarthur Ozanam Centre, Family Service & Mens Service – SAAP/CAP Innovation Initiative 98/99 6,347

#### Tamworth Homeless Men's Support Group Inc

Homeless Mens Support Centre 129,319

#### The Gender Centre

The Gender Centre 263,763  
The Gender Centre 5,465

## Supported Accommodation Assistance Program (cont.)

<b>The Salvation Army (NSW) Property Trust</b>	
Blue Mountains Recovery Service Centres	241,690
Griffith Shelter	73,329
Katoomba Homeless Men's Project	8,620
Knudsen Place	685,264
Leeton Crisis Centre	98,648
Newcastle Community Housing	97,529
Samaritan House	273,602
The Anchor	263,617
<b>The Station Ltd</b>	
The Station	277,612
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
McKenzie Centre	99,956
The Noreen Towers Community	260,624
Wesley Dalmar – Short Term Units	113,100
<b>Trustees of the Roman Catholic Church for the Archdiocese of Canberra &amp; Goulburn</b>	
St Benedicts Community Day Centre	63,839
St Benedicts Crisis Accommodation Service	90,358
<b>Upper Hunter Community Services Inc</b>	
Upper Hunter Crisis Accommodation Service	83,850
<b>Wentworth Area Community Housing Ltd</b>	
Housing Resource Worker	130,992
<b>Wollongong Emergency Family Housing Inc</b>	
Wollongong Emergency Family Housing	260,900
<b>Young Crisis Accommodation Centre</b>	
Young Crisis Accommodation Centre	127,103

## INNOVATION & INVESTMENT FUND

<b>Anglicare North Coast Incorporated</b>	
Enhancement of Far North Coast Accommodation and Brokerage Services 3	50,000
<b>Ballina &amp; District Community Services Assoc Inc</b>	
Enhancement of Far North Coast Accommodation and Brokerage Services 2	50,000
<b>Hastings Women &amp; Children's Refuge</b>	
Mid North Coast Outreach Support Project	230,000
<b>Mission Australia</b>	
SAAP Client Complexity Tool Project	100,000
Service Reconfiguration Enhancement Project	150,000
<b>NSW Women's Refuge Movement Working Party Inc</b>	
Back Office Bulk Purchasing Support Service (Statewide)	100,000
<b>On Track Community Programs Inc</b>	
Enhancement of Far North Coast Accommodation and Brokerage Services 1	50,000
<b>Shared Vision Aboriginal Corporation</b>	
Enhancement of Far North Coast Accommodation and Brokerage Services 4	50,000

## PEAKS

<b>NSW Women's Refuge Movement Working Party Inc</b>	
NSW Women's Refuge Resource Centre	201,904

## RESIDUAL SERVICES

<b>AIDS Council of NSW</b>	
ACON Housing Project	91,114
<b>Kamira Farm</b>	
Kamira Farm	15,650

## Violence Against Women (State Only)

<b>Bega Women's Refuge Inc</b>	
Staying Home Leaving Violence	50,000
Staying Home Leaving Violence – SAAP	43,750

\$

## Women's Emergency Services

<b>Albury Wodonga Women's Refuge Inc</b>	
Betty's Place	513,971
<b>Armidale &amp; District Women's Centre Inc</b>	
Armidale & District Women's Centre	45,483
<b>Bega Women's Refuge Inc</b>	
Bega Women's Refuge	315,542
<b>Blue Gum Inc</b>	
Blue Gum	144,504
<b>Bonnie Women's Refuge Ltd</b>	
Bonnie Women's Refuge	586,346
Mimosa House	476,540
Violetta's Place – SAAP/CAP	39,162
<b>Carrie's Place Women's &amp; Children's Services Inc</b>	
Butterfly Bridge Project	50,000
Carrie's Place	388,082
<b>Cawarra Women's Refuge Aboriginal Corporation</b>	
Cawarra Women's Refuge	556,440
<b>Central Darling Shire Council</b>	
Wilcannia Women's Safe House	179,813
<b>Charmian Clift Cottages Inc</b>	
Charmian Clift Cottages	369,077
<b>Clarence River Women's Refuge &amp; Outreach Services Inc</b>	
Clarence River Women's Refuge	467,816
<b>Corner House Women's Refuge Pty Ltd</b>	
Corner House Women's Refuge	430,720
<b>Creating Links Cooperative Ltd</b>	
Kidstart	168,017
<b>Detour House</b>	
Detour House	168,763
Detour House – SAAP/CAP 2002/03	6,767
<b>Eastlakes Womens &amp; Children's Refuge Inc</b>	
Eastlakes Womens & Children's Refuge	245,859
<b>Edith Edwards Women's Centre Inc</b>	
Bourke Women's Refuge – Edith Edwards Women's Centre	179,813
<b>Erin's Place Inc</b>	
Erin's Place	343,825
<b>Essie Women's Refuge Inc</b>	
Essie Women's Refuge	541,416
<b>Eva's Project Inc</b>	
Eva's Project	213,578
<b>Gunnedah Family Support Inc</b>	
Gunnedah & District Women's Crisis Agency	75,132
<b>Guthrie House Cooperative Ltd</b>	
Guthrie House	88,528
<b>Hastings Women &amp; Children's Refuge</b>	
Hastings Women & Children's Refuge	360,993
<b>Immigrant Women's Speakout Association of NSW Inc</b>	
Domestic Violence NESB Project	230,017
<b>Inverell Refuge Centre</b>	
Inverell Refuge Centre	370,888
Inverell Refuge Centre – Innovation Initiative	2,322
<b>Jenny's Place Inc</b>	
Jenny's Place	484,632
<b>Jessie Street Domestic Violence Service Inc</b>	
Jessie Street Domestic Violence Service	505,432
<b>Joan Harrison Support Services for Women Inc</b>	
Joan Harrison Support Services for Women	433,318
<b>Killara Women's Refuge Inc</b>	
Killara Women's Refuge	343,029
<b>Kulkuna Cottage Women's Refuge Ltd</b>	
Kulkuna Cottage Women's Refuge	494,517
<b>Lismore Women's &amp; Children's Refuge Inc</b>	
Lismore Aboriginal Women's & Children's Refuge	205,175
Lismore Women's & Children's Refuge	509,280

## Supported Accommodation Assistance Program (cont.)

	\$	
<b>Lithgow Community Projects Inc</b>		
Lithgow Women & Children's Crisis Centre	198,575	
<b>Macarthur Legal Centre Inc</b>		
Domestic Violence Intervention Court Model	242,455	
<b>Manly Warringah Women's Resource Centre Ltd</b>		
Bringa Women's Refuge	569,818	
<b>Manning District Emergency Accommodation Inc</b>		
Lyn's Place	430,812	
<b>Marcia Women's Refuge Inc</b>		
Marcia Women's Refuge	509,763	
<b>Marrickville Women's Refuge Ltd</b>		
Jean's Place	601,191	
<b>Molonglo Women's &amp; Children's Services</b>		
Louisa Women's Refuge	481,083	
<b>Moree Women's Refuge – Ngala House Inc</b>		
Moree Women's Refuge – Ngala House	445,807	
<b>Moruya Women's Refuge Inc</b>		
Moruya Women's Refuge	405,302	
<b>Muslim Women's Association</b>		
Bankstown Women & Children Domestic Violence Accommodation Service	331,406	
Muslim Women's Support Centre	536,178	
<b>Muswellbrook Women &amp; Children's Refuge Ltd</b>		
Nydia's Place	384,642	
<b>NSW Women's Refuge Movement Working Party Inc</b>		
Delvena Women's Refuge	503,369	
Dolores Single Women's Refuge	506,390	
Elsie Women's Refuge	671,418	
Forbes Women's Refuge	292,587	
Kempsey Women's Refuge	400,618	
Wagga Wagga Women & Childrens Service	408,345	
Wimlah Women & Children's Service	471,246	
Woy Woy Women and Children Services	430,108	
Tamworth Women's Refuge	543,593	
<b>Ourgunya Women's Incorporation</b>		
Brewarrina Women's Safe House	179,813	
<b>Pam's Place Crisis Accommodation Resource &amp; Referral Service Inc</b>		
Pam's Place Crisis Accommodation Resource & Referral Service	518,312	
<b>Parramatta Mission</b>		
Thelma Brown Cottage	266,013	
<b>Penrith Women's Refuge Inc</b>		
Penrith Women's Refuge	426,314	
Penrith Women's Refuge	22,462	
<b>Shared Vision Aboriginal Corporation</b>		
Yinganeh Aboriginal Women's Refuge	205,184	
<b>Shoalhaven Women's Resource Group Ltd</b>		
Rosa Refuge	415,101	
<b>Sisters Housing Enterprise Inc</b>		
Domestic Violence Intervention Court Model – Wagga	175,500	
<b>St Michaels Family Centre Ltd</b>		
Co-ordinator – St Michaels	69,214	
<b>St Vincent de Paul Society</b>		
Amelie House Women's Refuge	508,827	
Claffy House Old	437,096	
Marian Centre	1,553,369	
Marian Villa Women's Refuge	404,507	
Metro South West Brokerage	126,439	
Southern Highlands Brokerage	30,000	
St Louise Lodge	485,063	
<b>Tanderra Women &amp; Children's Refuge</b>		
Tanderra Women & Children's Refuge	458,298	
<b>The Salvation Army (NSW) Property Trust</b>		
Catherine Haven Women's Shelter	324,686	
Faith Cottage – Salvation Army Women's & Children's Refuge	373,164	
Orana Women and Children's Services	336,237	
<b>Toukley Women's Refuge Inc</b>		
Elandra Women & Children's Refuge	520,342	
<b>Tumut &amp; District Women's Support &amp; Housing Centre</b>		
Tumut & District Women's Support & Housing Centre	148,071	
Tumut & District Women's Support & Housing Case Management SAAP/CAP	19,584	
<b>Tweed Shire Women's Service Inc</b>		
Tweed Shire Women's Service	462,668	
<b>Warilla Women's Refuge Ltd</b>		
Warilla Women's Refuge	376,954	
<b>Warlga Ngurra</b>		
Warlga Ngurra Women's & Children's Refuge	322,921	
<b>Warrina Women's &amp; Children's Refuge Cooperative Society Ltd</b>		
Warrina Women's Refuge	487,772	
<b>Wollongong Women's Refuge</b>		
Wollongong Women's Refuge	504,709	
<b>Women &amp; Girls' Emergency Centre Inc</b>		
Women & Girls' Emergency Centre	352,094	
<b>Women's Housing Company</b>		
Women's Housing Company	191,282	
<b>Women's Shelter Armidale Inc</b>		
Women's Shelter Armidale	425,299	
<b>Yacaaba Centre Information and Counselling Service Port Stephens Inc</b>		
Women's Information & Counselling Service	140,367	
<b>Yawarra Meamei Women's Group Inc</b>		
Lightning Ridge Women's Safe House	179,813	
<b>WOMEN'S HOUSING PROGRAM</b>		
<b>Alice's Cottages Inc</b>		
Alice's Cottages Women's Housing Scheme	354,949	
<b>Armidale Women's Housing Group Inc</b>		
Armidale Women's Housing Scheme	221,187	
<b>Auburn Migrant Resource Centre</b>		
Auburn Migrant Resource Centre – Innovative Initiative	22,774	
<b>B Miles Women's Housing Scheme Inc</b>		
B Miles Women's Housing Scheme	427,863	
<b>Bathurst Women's Housing Programme Inc</b>		
Bathurst Women's Medium Term Housing	226,547	
Bathurst Women's Housing	25,271	
<b>Bega Women's Refuge Inc</b>		
Bega Medium Term Project	231,119	
<b>Centacare</b>		
Polding Project	308,462	
<b>Drug &amp; Alcohol Women's Network Inc</b>		
DAWN Women's Network Housing Scheme	272,974	
<b>Dubbo Women's Housing Programme Inc</b>		
Dubbo Women's Housing Programme	173,266	
<b>Innari Housing Inc</b>		
Innari Housing	276,132	
<b>Katakudu Women's Housing Inc</b>		
Katakudu Women's Housing	246,393	
<b>Mission Australia</b>		
Women in Supported Housing	204,945	
<b>Molonglo Women's &amp; Children's Services</b>		
Gunyah Women's Housing Scheme	175,257	
<b>Murrane Women's Housing Inc</b>		
Murrane Women's Housing	73,440	

## Supported Accommodation Assistance Program (cont.)

	\$		
<b>NESH Women's Housing Scheme Inc</b>			
NESH Women's Housing Scheme	288,192		
NESH Women's Housing Scheme – Innovation Initiative	6,347		
NESH Women's Housing Scheme E36	25,271		
<b>Nowra Women's Housing Scheme Inc</b>			
Nowra Women's Housing Scheme	170,369		
<b>Penrith Women's Refuge Inc</b>			
PWR Transitional Housing Project	61,016		
<b>Sisters Housing Enterprise Inc</b>			
Sisters Housing Enterprise	239,945		
<b>South West Women's Housing Inc</b>			
South West Women's Housing Scheme	280,638		
<b>St George Women's Housing Inc</b>			
St George Women's Housing Scheme	211,793		
<b>Stepping Out Housing Programme Inc</b>			
Stepping Out Women's Housing Scheme	391,442		
Stepping Out Housing Scheme – Innovation Initiative	3,005		
Stepping Out Women's Housing Scheme – SAAP/CAP	5,465		
<b>Wentworth Area Community Housing Ltd</b>			
Womens Accommodation & Information Service	85,694		
<b>Wirraway Aboriginal Women's Housing Scheme Inc</b>			
Wirraway Aboriginal Women's Housing Scheme	228,327		
<b>Wollongong Women's Housing Inc</b>			
Wollongong Women's Housing Scheme	260,498		
<b>Women Up North Housing Inc</b>			
Women Up North Women's Housing Scheme	227,968		
<b>Women's Housing Association Hunter Region Inc</b>			
Lower Hunter Women's Housing	172,404		
<b>YOUTH SOCIAL JUSTICE STRATEGY</b>			
<b>Anglicare – Welfare Services</b>			
Street Outreach Case Manager	55,968		
<b>Ballina &amp; District Community Services Assoc Inc</b>			
Ballina Youth Service – YSJS	71,755		
<b>Broken Hill Youth Accommodation &amp; Support Service Inc</b>			
Broken Hill Youth Accommodation & Support Service	84,473		
<b>Casino Neighbourhood Centre Inc</b>			
Northern Rivers Young Women Accommodation Project	162,675		
<b>Community Housing Mid North Coast Inc</b>			
Youth Housing Support Mid North Coast	88,149		
<b>Community Programs Inc</b>			
Youth Housing Services	192,845		
<b>Dubbo Neighbourhood Centre Inc</b>			
Dubbo Outreach Youth Counsellor	125,848		
<b>Gilgandra Shire Council</b>			
Gilgandra Adolescent Support Project	80,078		
<b>Great Lakes Community Resources Inc</b>			
Youth Accommodation Support Worker – Forster	83,372		
<b>Holroyd Youth Service Inc</b>			
Youth Housing Worker – Merrylands	63,653		
<b>Jetty Bunker Youth Service Inc</b>			
Jetty Bunker Youth Service	447,445		
<b>Lotus House Indo Chinese Young Women's Refuge Inc</b>			
Lotus House	434,845		
<b>Maari Ma Health Aboriginal Corporation</b>			
Wilcannia Youth Accommodation & Support	121,048		
<b>Marist Youth Care Ltd</b>			
McGovern House	289,660		
<b>Murdi Paaki Regional Enterprise Corp Ltd</b>			
Gulargambone Youth Service	75,858		
<b>Orange Community Accommodation Service Inc</b>			
Ngaaminya Guunji	125,409		
<b>Parramatta Mission</b>			
Koompartoo Youth Program	131,492		
<b>Rosemount Youth &amp; Family Services Inc</b>			
Rosemount Day Survival Program	58,251		
<b>Samaritans Youth Services</b>			
Youth Information & Referral Service – Newcastle & Lake Macquarie	69,950		
<b>Shire Wide Youth Service Inc</b>			
Eastern Area Service for Youth	234,116		
<b>Shoalhaven Youth Accommodation Co Ltd</b>			
Aboriginal Outreach Worker – Nowra	66,887		
<b>The Fact Tree Youth Service</b>			
The Factory Youth Centre	76,130		
<b>The Uniting Church in Aust Property Trust (NSW)</b>			
Doorways-3	103,900		
The Drum Information Centre	176,030		
<b>Trustees of the Christian Brothers</b>			
Eddys Out West (Lethbridge Park)	265,535		
<b>YOUTH SUPPORTED ACCOMMODATION</b>			
<b>Albury Wodonga Youth Emergency Services Ltd</b>			
Broughton House	392,186		
Mainstay Youth Support Program	81,902		
<b>Allambi Youth Services Inc</b>			
Allambi House	311,429		
<b>ANGLICARE – Canberra &amp; Goulburn Youth &amp; Family Services</b>			
Queanbeyan Youth Refuge (Crisis)	404,008		
<b>Anglicare – Welfare Services</b>			
Early Intervention – Carramar Cottage	68,964		
<b>Armidale Youth Refuge Inc</b>			
Armidale & District Youth Support Services	386,597		
Tenterfield, Inverell, Glen Innes Youth Services	156,150		
<b>Awabakal Newcastle Aboriginal Cooperative Ltd</b>			
Awabakal Crisis Accommodation Project SAAP/CAP	38,943		
<b>Baptist Community Services – NSW &amp; ACT</b>			
Leith House	323,099		
<b>Barnardos Australia</b>			
Barnardos Youth Housing Project	97,585		
Hohnen House	339,257		
<b>Blue Mountains Youth Accommodation and Support Service Inc</b>			
Open House Youth Accommodation Service	582,013		
Open House Youth Accommodation Service – SAAP/CAP	5,617		
<b>Brewarrina Shire Council</b>			
Brewarrina Youth Accommodation Service	78,731		
<b>Byron Youth House Inc</b>			
Byron Bay Youth House	360,825		
<b>Cabramatta Community Centre Inc</b>			
Getting It Together Scheme (GITS) – Cabramatta	137,267		
Our House – Housing Support Worker	120,248		
<b>Canterbury Youth Services</b>			
Canterbury Youth Services	354,377		
<b>CareSouth</b>			
Short Term Accommodation Service	349,341		
<b>Caretakers Inc</b>			
Caretakers Cottage	715,894		
Options Youth Housing	87,847		
<b>Centacare</b>			
Centacare Adolescent Accommodation Support Project	248,399		
Centacare Crisis Accommodation Program	497,511		
Centacare Youth Support Service	73,803		
West Lake Macquarie Medium/Long Term Youth Accommodation	246,384		

## Supported Accommodation Assistance Program (cont.)



Young Persons Community Care Program	132,824		<b>Medley Community</b>	Medley Community	339,607
Young Women's Supported Accommodation Program	684,540		<b>Ministry to Solo Parents &amp; Their Families – Parramatta Diocese</b>	Catherine Villa	313,094
<b>Churches of Christ Community Care – CareWorks NSW</b>			<b>Mission Australia</b>	"The Crossing" Youth Crisis Centre	506,241
Jacaranda Cottage	88,662		Clifton Adolescent & Family Solutions	238,207	
<b>Coast Shelter Ltd</b>			Harold Lodge	178,472	
Maya Cottage	295,168		Lemongrove Lodge	220,168	
Rumbalara Youth Refuge	287,691		Macarthur Supported Living Program	136,829	
Wyong Youth Outreach Program	105,118		Orange Youth Accommodation Support Service	128,822	
<b>Community Connections North Coast Inc</b>			Radio House	148,237	
Community Connections	608,401		Verity House Youth Crisis Accommodation	392,602	
<b>Detour House</b>			Youth Assistance Program	131,873	
Young People's Refuge	438,135		<b>Moree Family Support Inc</b>		
<b>Eastern Suburbs Community Youth Association Ltd</b>			Moree Plains Shire Youth Homelessness Project	122,753	
Bondi Youth Accommodation	173,095		<b>Murdi Paaki Regional Enterprise Corp Ltd</b>		
<b>Eastlakes Family Support Service Inc</b>			Coonamble Youth & Community Services Centre	125,751	
Detached Housing Support Worker – Adolescent	36,358		<b>Narrabri &amp; District Community Aid Service Inc</b>		
<b>Emerge Youth and Family Services Inc</b>			Narrabri Youth Accommodation Team	124,183	
Emerge Youth and Family Services	385,474		<b>Nepean Youth Accommodation Services Inc</b>		
<b>Erskineville Youth Housing Inc</b>			Nepean Youth Accommodation Services	551,062	
Erskineville Youth Housing	268,757		Nepean Youth Accommodation – SAAP/CAP 2002/03	16,846	
<b>Fairfield Youth Accommodation Service</b>			<b>Newcastle Youth Accommodation Services Ltd</b>		
Fairfield Youth Accommodation Service	214,581		Clarendene House	332,719	
Fairfield Youth Partnership Project (Complex Needs) SAAP/CAP	19,473		Parkway	152,647	
<b>Fusion (Australia)</b>			The Embassy	220,748	
Fusion Accommodation & Support Services	434,566		Youth Housing Resource Office	92,831	
<b>Goulburn Youth Projects Inc</b>			<b>Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page</b>		
Warooga Youth Refuge	343,997		Moruya Youth Refuge	352,490	
<b>Greenacre Church of Christ</b>			<b>Parramatta Mission</b>		
Nick Kearns House	430,351		Parrahouse	393,570	
<b>Hunter Valley Aboriginal Corporation</b>			<b>Penshurst Street Community Youth Homes</b>		
Aboriginal Young People's SAAP Project	76,927		Penshurst Street Community Youth Homes	243,465	
<b>Illawarra Youth Housing Ltd</b>			<b>Phoenix House Youth Services Inc</b>		
Illawarra Youth Housing – Long Term Service	194,812		Phoenix House Youth Accommodation	201,456	
Tree House	331,246		Rage Project – GITS	130,161	
Youth Outreach Worker	68,056		<b>Raymond Terrace Neighbourhood Centre Inc</b>		
<b>Katoomba Youth Refuge Ltd</b>			Port Stephens Youth Options Project	100,454	
Blue Mountains Youth Housing Development Project	60,443		<b>Regional Extended Family Services Inc</b>		
Katoomba Youth Refuge	394,564		Glen Innes Supported Youth Accommodation – SAAP/CAP 2002/03	11,232	
Katoomba Youth Refuge – Innovation Initiative 1998/99	9,745		<b>SaintsCare Limited</b>		
<b>Lighthouse Community Care Ltd</b>			Northern Sydney Youth Support Service	197,572	
Lighthouse Community Care Youth Housing – Hebron House	75,166		Youth Support & Brokerage in Baulkham Hills	149,981	
<b>Lillian Howell Project Inc</b>			<b>Samaritans Youth Services</b>		
Lillians	392,888		Port Stephens Early Intervention SAAP Project	73,507	
<b>Lithgow Community Projects Inc</b>			Samaritans Youth Accommodation Services – Lower Hunter	462,950	
Lithgow Youth Worx	183,161		Samaritans Youth Crisis Service	380,124	
Lithgow Youth Housing – High Support SAAP/CAP	9,735		Samaritans Youth Services Taree (Open Door)	404,075	
<b>Liverpool Youth Accommodation Assistance Company</b>			The Hub – Casework	444,938	
Liverpool Youth Accommodation Assistance	325,545		<b>Shoalhaven Youth Accommodation Co Ltd</b>		
<b>Liverpool Youth Refuge Inc</b>			Shoalhaven Youth Accommodation	97,087	
Liverpool Youth Refuge	500,769		<b>Skills Training Employment Program Inc (T/A) Auswide Projects</b>		
Macarthur Pregnancy Project	16,846		Bega Valley Youth Accommodation Partnership Support Worker	58,575	
<b>Macleay Youth Accommodation Service Inc</b>			<b>South West Child Adolescent &amp; Family Services Association (CAFS) Inc</b>		
Macleay Youth Accommodation Service	351,545		Adolescent Family Counsellor – Liverpool	70,402	
<b>Maitland Youth Crisis Service Inc</b>			<b>Southern Highlands Youth Accommodation Service SP</b>		
Maitland Youth Crisis Centre	294,263		Southern Highlands Youth Accommodation Service	348,376	
<b>Marist Youth Care Ltd</b>			<b>Southern Riverina Youth Support Services Inc</b>		
Case Management Resource Worker	97,751		Langunyah House Youth Refuge	401,335	
Hebersham Aboriginal Youth Service	340,329		Langunyah House Youth Refuge – Griffith Innovation Initiative 1998/99	24,139	
Marcellin Cottage	361,706		<b>Southern Sydney Youth Refuge Association</b>		
Nepean Youth Brokerage Service	128,980		Southern Sydney Youth Refuge	427,745	
The Annexe	379,640				
The Siding	435,107				
Transition to Independence Program SAAP/CAP	12,979				

## Supported Accommodation Assistance Program (cont.)

\$

<b>Southern Youth and Family Services Association Inc</b>	
Wollongong Youth Refuge (Combined)	1,251,705
<b>St Francis Welfare Ltd</b>	
Come In Centre Housing Support Worker	60,937
Dual Diagnosis Accommodation Project SAAP/CAP	39,162
<b>St George Accommodation for Youth Ltd</b>	
St George Accommodation for Youth	208,621
<b>St George Youth Services Inc</b>	
Sutherland St George Homeless Persons Brokerage Project	131,874
<b>St Joseph's Community Centre</b>	
Futcher House	370,506
<b>St Laurence House Inc</b>	
St Laurence House	261,468
<b>St Vincent de Paul Society</b>	
Rendu Youth Accommodation Service	306,248
Vinnies Youth Housing Macarthur	164,844
<b>Stretch-A-Family Inc</b>	
Stretch-A-Family	340,621
Stretch-A-Family – Medium Term Hostel	346,147
<b>Taldumande Youth Services Inc</b>	
Taldumande Youth Service	641,873
<b>Tamworth Youth Care Inc</b>	
Tamworth Youth Care	372,813
<b>The Bridge Youth Service Inc</b>	
The Bridge Youth Refuge – Sutherland	403,130
<b>The Burdekin Assoc Inc</b>	
The Burdekin Association	608,829
<b>The Presbyterian Church (NSW) Property Trust</b>	
Cornerstone	172,189
Jannali Youth Crisis Accommodation Project	172,104
<b>The Salvation Army (NSW) Property Trust</b>	
Oasis Youth Support Network Crisis Accommodation Service	544,876
<b>The Ted Noffs Foundation Inc</b>	
PALM (Program for Adolescent Life Management)	248,124
<b>The Turning Point Youth Accommodation Services Inc</b>	
The Turning Point	256,598
<b>The Twenty Ten Association Inc</b>	
2010 Lesbian & Gay Youth Services	340,371
<b>The Uniting Church in Aust Property Trust (NSW)</b>	
Cottee Lodge Independent Living Program	290,401
Doorways-2	303,339
Wesley Dalmar Central Coast Independent Living Program	206,471
<b>THEBA Young Women's Service</b>	
THEBA Exit Housing for Young Women Project	208,742
<b>Trustees of the Christian Brothers</b>	
Eddys Out West (Bidwill)	361,092
<b>Trustees Roman Catholic Church Diocese of Lismore</b>	
Christo Youth Service	347,510
<b>Uniting Care Campbelltown – Stepping Stone Community</b>	
The Stepping Stone Community	352,845
<b>Veritas House Inc</b>	
Veritas House Youth Services	501,306
<b>Wanbinga Youth Accommodation Services Inc</b>	
Wanbinga Youth Accommodation Service	366,635
<b>Wandiyali ATSI Inc</b>	
Hunter Koori Youth Service	188,389
<b>Western Housing for Youth Ltd</b>	
Western Housing for Youth	259,732
<b>Western Region Young Peoples' Hostel Organisation</b>	
Grandview Lodge	236,020

## Woy Woy Youth Cottage Committee

Woy Woy Youth Cottage 332,669

## Youth Accommodation Association (NSW) Ltd

Allawah 416,509  
Core Funding 239,513  
Options Youth Housing 28,341  
Wruwallin House 353,100  
Youth Emergency Accommodation Line 92,396

## Youth Angle Inc

Youth Angle 302,034

## Youth Off the Streets Ltd

Don Bosco House 743,376

## YWCA

Young Women's Intermediate Supported Accommodation 129,067

## Youth Partnership with Arabic Speaking Communities

\$

### Australian Lebanese Association

Youth Awards Contribution 1,000

### Department of Education and Training

Coordinated Pathways 160,000

### Maronite Youth Ministry

Anger Management Project 25,000

### NSW Police

Integrated Case Management 50,000

## Youth Partnership with Pacific Communities

\$

### Tongan Community Support Services

Parenting Training Programs 7,600

### Pacific Island Women's Advisory and Support Services

Strong Families Strong Communities Project 20,000

### Pacific Island Women's Advisory and Support Services

Community Capacity Building 900

### South West Youth Peer Education (Mission Australia)

Take The Lead in Your Community Youth Leadership Project 30,000

### Samoan Advisory Council

Samoan Learning Centre Project 9,500

### Tongan Community Support Services

Parents as Teachers 3,400

### Hunter Pacific Regional Advisory Council

Hunter Pacific Homework Centre 1,600

### Griffith Pacific Regional Advisory Council

Griffith Pacific Homework Centre 2,000

### Griffith Regional Advisory Council

Young people at-risk project 2,000

### Streetwise Communications

Change Agents Project 3,000

### Pacific Youth Network Committee

Pasifika Youth Day 2006 3,000

### Mission Australia

Pasifika Support Services 100,000

# Directory of DoCS offices



## Head Office

4-6 Cavill Ave  
Ashfield NSW 2131  
Locked Bag 4028  
Ashfield NSW 2131  
Ph: 02 9716 2222  
Fax: 02 9716 2999

## Metro Central

### Redfern Office

Prince Alfred Park Building  
219-241 Cleveland Street  
Strawberry Hills NSW 2012  
Locked Bag 42  
Strawberry Hills NSW 2012  
Ph: 02 8303 7600  
Fax 02 8303 7611

### Northern Sydney Office

Level 2, 28a Cambridge Street  
Epping NSW 2121  
PO Box 230  
Epping NSW 1710  
Ph: 02 9815 0723  
Fax 02 9815 0790

### Community Services Centres

Burwood	02 8372 9000
Central Sydney	02 8303 7666
Chatswood	02 9406 9777
Eastern Sydney	02 8303 7688
Epping	02 9815 0700
Lakemba	02 9704 7100
St George	02 9585 7222
Sutherland	02 9542 1111

## Metro South West

### Bankstown Office

Bankstown City Capital Centre  
Level 4, 41-45 Rickard Road  
Bankstown NSW 2200  
PO Box 133  
Bankstown NSW 1885  
Ph: 02 9781 5555  
Fax: 02 9781 5500

### Community Services Centres

Bankstown	02 8713 7800
Bowral	02 4861 0700
Campbelltown	02 4621 5600
Fairfield	02 9205 6000
Ingleburn	02 9765 6111
Liverpool	02 9602 8044

## Metro West

### Metro West Office

Level 8, 31-39 Macquarie Street  
Parramatta NSW 2150  
PO Box 135  
Parramatta NSW 2124  
Ph: 02 9354 1800  
Fax: 02 9354 1801

### Blacktown/Baulkham Hills Office

Level 1, 14 Prince Street  
Blacktown NSW 2148  
PO Box 6085  
Blacktown NSW 2148  
Ph: 02 9830 1000  
Fax: 02 9208 4508

## Nepean Office

Level 3, 311 High Street  
Penrith NSW 2750  
PO Box 740  
Penrith NSW 2751  
Ph: 02 4720 2400  
Fax: 02 4720 2499

### Community Services Centres

Auburn	02 9335 4100
Blacktown	02 9830 1000
Katoomba	02 4782 3066
Mt Druitt	02 8887 7400
Parramatta	02 9354 1888
Penrith	02 4731 6222
Hawkesbury	02 4574 6666
St Marys	02 9673 4777

**Western****Regional Office**

First Floor, 25-27 Tompson Street  
Wagga Wagga NSW 2650  
PO Box 2062  
Wagga Wagga NSW 2650  
Ph: 02 6937 9400  
Fax: 02 6937 9409

**Wagga Wagga Network Office**

First Floor, 25-27 Tompson Street  
Wagga Wagga NSW 2650  
PO Box 2062  
Wagga Wagga NSW 2650  
Ph: 02 6937 9400  
Fax: 02 6937 9409

**Orana Far West Office**

Unit 1/14 Erskine Street  
Dubbo NSW 2830  
PO Box 865  
Dubbo NSW 2830  
Ph: 02 6841 3250  
Fax: 02 6841 3266

**Central West Office**

Level 1, State Office Block  
Cnr Kite & Anson Streets  
Orange NSW 2800  
PO Box 2165  
Orange NSW 2800  
Ph: 02 6361 6990  
Fax: 02 6361 6969

**Community Services Centres**

Albury	02 6058 4900
Bathurst	02 6331 9500
Bourke	02 6872 2188
Brewarrina	02 6839 2482
Broken Hill	02 8087 2844
Cobar	02 6836 1360
Condobolin	02 6895 4133
Coonabarabran	02 6842 2000
Coonamble	02 6827 1400
Cootamundra	02 6942 1555
Cowra	02 6341 1855
Dareton	03 5027 4027
Deniliquin	03 5881 1711
Dubbo	02 6884 5877
Griffith	02 6961 8500
Leeton	02 6953 3611
Lithgow	02 6351 4688
Mudgee	02 6372 8292
Nyngan	02 6382 1308
Orange	02 6361 6999
Parkes	02 6862 1422
Tumut	02 6947 4100
Wagga Wagga	02 6937 9300
Walgett	02 6828 1409
Wilcannia	02 8091 5050

**Northern****Ballina Office**

106-108 Tamar Street  
Ballina NSW 2478  
PO Box 1300  
Ballina NSW 2478  
Ph: 02 6686 1999  
Fax: 02 6686 1966

**Mid-North Coast Office**

Level 1, 37-39 Forth Street  
Kempsey NSW 2440  
PO Box 350  
Kempsey NSW 2440  
Ph: 02 6563 1440  
Fax: 02 6563 1426

**New England Office**

1st Floor, 92-98 Jessie Street  
Armidale NSW 2350  
PO Box 423  
Armidale NSW 2350  
Ph: 02 6774 9800  
Fax: 02 6774 9827

**Community Services Centres**

Armidale	02 6774 8555
Ballina	02 6686 6699
Clarence Valley	02 6641 2400
Coffs Harbour	02 6659 1555
Glen Innes	02 6732 4925
Inverell	02 6721 0299
Kempsey	02 6562 1385
Lismore	02 6621 8099
Moree	02 6750 7300
Narrabri	02 6792 4663
Port Macquarie	02 6580 3700
Tamworth	02 6766 3735
Taree	02 6591 2100
Tweed Heads	07 5569 9330

**Hunter and Central Coast****Hunter Office**

29 Smith St  
Charlestown NSW 2290  
PO Box 249  
Broadmeadow NSW 2292  
Ph: 02 4944 4100  
Fax: 02 4942 2732

**Central Coast Office**

Level 4, The Gateway Centre  
231-237 Mann Street  
PO Box 1392  
Gosford NSW 2250  
Ph: 02 4336 2401  
Fax: 02 4336 2402

**Community Services Centres**

Cardiff	02 4953 5999
Cessnock	02 4990 1277
Charlestown	02 4943 8811
Gosford	02 4336 2400
Maitland	02 4933 6488
Muswellbrook	02 6543 2455
Raymond Terrace	02 4987 1022
Wyong	02 4352 6500

**Southern****Southern Highlands Office**

Suite 106, Level 1, Riverside Plaza  
131 Monaro Street,  
Queanbeyan NSW 2620  
Ph: 02 6298 9999  
Fax: 02 6298 9900

**Illawarra Office**

Level 2, 7-11 Bridge Street  
Coniston 2500  
Locked Bag 8400  
Wollongong 2500  
Ph: 02 4222 8400  
Fax: 02 4222 8499

**Community Services Centres**

Batemans Bay	02 4472 4678
Bega	02 6499 0500
Ulladulla	02 4454 7744
Cooma	02 6450 2888
Goulburn	02 4828 5500
Nowra	02 4424 5100
Queanbeyan	02 6299 1111
Shellharbour	02 4255 6666
Wollongong	02 4222 8600
Yass	02 6118 6311

# 10 Abbreviations and terms

**AAS**

Area Assistance Scheme

**AbSec**

Aboriginal Child Family and Community Care State Secretariat

**ACIS**

Alternate Care Information System

**ACWA**

Association of Childrens Welfare Agencies – peak body for child welfare groups with a strong interest in child protection and substitute care

**AIHW**

Australian Institute of Health and Welfare

**CALD**

Culturally and Linguistically Diverse

**Caseworker**

DoCS staff member responsible for working with clients, handling and making decisions about the issues they present

**CIW**

Corporate Information Warehouse

**CLAS**

Community Language Assistance Scheme

**Communities**

Groups that together comprise the community of people in NSW, often refers to people who associate with each other because of ethnic, linguistic or religious ties

**Contact report**

Report, request for assistance or other contact to DoCS related to the care and protection of children and young persons

**CSC**

Community Services Centre – local DoCS office

**CSGP**

Community Services Grants Program

**DET**

Department of Education and Training

**DoCS**

NSW Department of Community Services

**DoCS Helpline**

A 24 hour statewide service for anyone to contact DoCS about the care and protection of children and young persons

**DOH**

Department of Housing

**Domestic Violence Line**

Phone service offering counselling, immediate safety and protection, accommodation, income support and advice on legal support to domestic violence victims

**EAPS**

Ethnic Affairs Priorities Statement

**EEO**

Equal Employment Opportunity

**ESD**

Enhanced Service Delivery

**FACS**

Commonwealth Department of Family and Community Services

**Families NSW**

A coordinated strategy sponsored by the NSW Government to increase the effectiveness of early intervention and prevention services in helping families to raise healthy, well adjusted children. It aims to support parents and carers raising children and help them to solve problems early before those problems become entrenched, through a coordinated network of services

**IFBS**

Intensive Family Based Services. These services play a vital role in preventing child abuse and neglect by providing a circuit breaker for families in crisis

**ISS**

Intensive Support Services

**JIRT**

Joint Investigation Response Team

**KiDS**

Key Information and Directory System

**Mandatory reporting**

Certain people are required by law to report children and young persons at risk of harm (refer to section 27 of the *Children and Young Persons (Care and Protection) Act 1998*)

**MSRG**

Multicultural Services Reference Group

**NGO**

Non-government organisation

**Notification**

Notification no longer refers to the process of contacting DoCS regarding potential child abuse cases. Please refer to 'reports of risk of harm'

**NSW**

New South Wales

**MOU**

Memorandum of Understanding

**OCCG**

NSW Office for Children – Children's Guardian

**OHS**

Occupational Health and Safety

**OOHC**

Out-of-home care is for children and young people who can no longer live with their families

**OOSH**

Out of School Hours care

**PPR**

Performance Planning and Review

**Report of risk of harm**

This term includes and expands upon the previous term 'notification of child abuse'. It encapsulates concerns regarding safety, welfare or wellbeing. Please refer to section 23 of the *Children and Young Persons (Care and Protection) Act 1998* for a fuller understanding of risk of harm. Reports may be made by any person regarding a child, young person or child yet to be born

**Request for assistance**

Families or family members may contact DoCS to make a request for assistance. Refer to chapter 3, part 1 of the Act

**SAAP**

Supported Accommodation Assistance Program – a joint Commonwealth/State program to provide support for people who are homeless and in crisis or at risk of homelessness

**SCAN**

Supporting Children with Additional Needs Program

**SES**

Senior Executive Service

**TIS**

Translating and Interpreting Service

**VAW**

Violence Against Women

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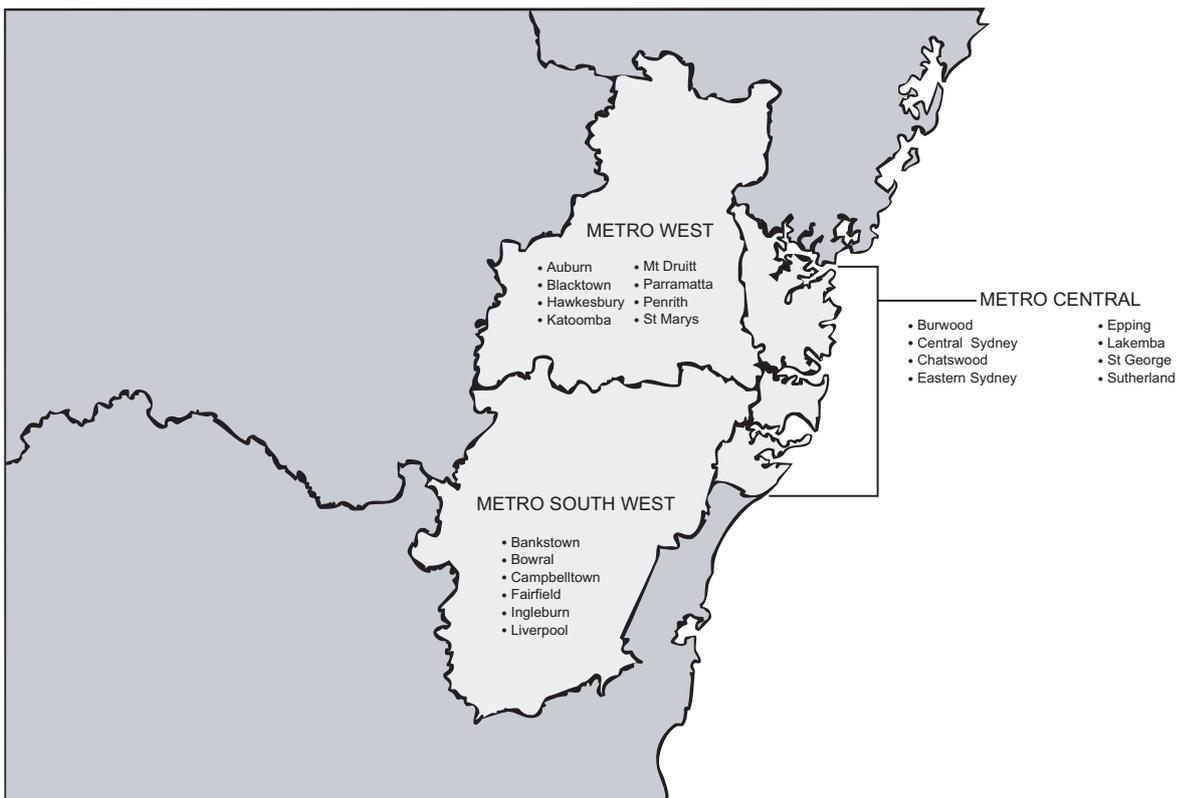
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