

NSW Department of Community Services
Annual Report 2006/07



STRONGER FAMILIES STRONGER COMMUNITIES



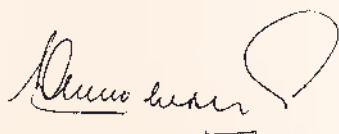
NSW Department of
Community Services

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

ISSN 10374833

NSW Department of Community Services
4-6 Cavill Avenue
ASHFIELD NSW 2131
DX 21212 Ashfield
Ph: 02 9716 2222

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.

This report was produced by the Media and Communication Branch of the NSW Department of Community Services. The total external cost of production was \$30,747.85 for 300 hard copies and 1,000 CD-ROMs. The report is also available on DoCS website www.community.nsw.gov.au.

Acknowledgements

Design Impress Design
Photography Amanda James, John Halfhide
Models are used throughout unless otherwise stated.

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

Table of contents

OVERVIEW

| | |
|---------------------------------|----|
| About DoCS | 2 |
| Our people | 3 |
| Accountability and oversighting | 7 |
| Director-General's message | 8 |
| Performance summary | 13 |

1. BUILDING STRONGER COMMUNITIES

Community services

| | |
|---|----|
| Supported Accommodation Assistance Program | 20 |
| Disaster recovery | 23 |
| Community development and capacity building | 26 |
| Community Services Grants Program | 26 |
| Alcohol and drug abuse | 27 |
| Violence against women | 28 |
| Families NSW | 29 |
| Aboriginal Child, Youth and Family Strategy | 30 |
| Better Futures | 30 |
| Youth initiatives | 31 |
| Strengthening communities | 32 |
| Area Assistance Scheme | 32 |

2. HELPING CHILDREN AND FAMILIES

Prevention and early intervention

| | |
|---------------------|----|
| Children's services | 34 |
| Early intervention | 40 |
| Brighter Futures | 40 |

3. KEEPING CHILDREN SAFE

Statutory child protection

| | |
|--|----|
| Statutory child protection | 44 |
| Joint Investigation Response Teams | 46 |
| Improving capacity in community services centres | 49 |
| Improving policy and procedures | 49 |
| Intensive support for families | 51 |
| Interjurisdictional issues | 52 |
| Research | 52 |
| Improving court processes | 52 |
| Interagency collaboration | 52 |

4. SUPPORTING CHILDREN IN CARE

Out-of-home care

| | |
|--|----|
| Children and young people in permanent placements | 54 |
| Adoption and permanent care | 61 |
| Children and young people restored to their family | 64 |
| Children and young people with high needs | 65 |
| Improving the out-of-home care system | 66 |

5. CAPACITY BUILDING

Strengthening our organisation

| | |
|---|----|
| Capacity building | 72 |
| Improving service systems | 72 |
| Corporate services | 77 |
| Workforce strategies | 79 |
| External relations and freedom of information | 84 |
| Governance | 89 |

6. Financial statements 92

7. Appendices 131

8. Funded services – Addendum 168

9. Directory of DoCS offices 227

10. Abbreviations and terms 229

11. Index 230

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 program¹, 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.

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 | | | |
| | | | |

¹ 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.

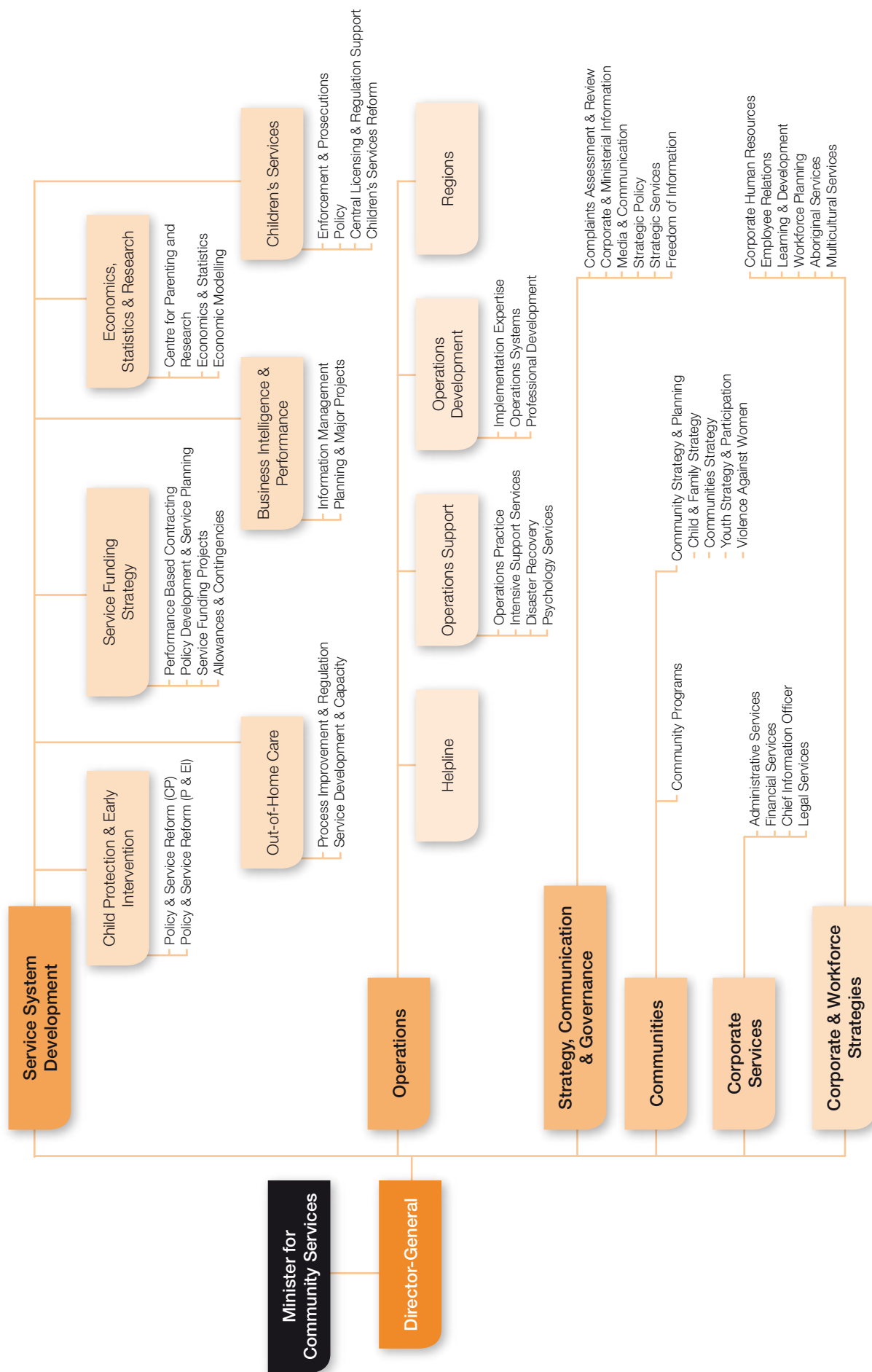
NSW Minister for Community Services

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 Tansey⁶
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 Knight²
BEc, Grad Dip (Ed Studies),
EMPA, GAICD



Executive Director
Economics, Statistics and
Research
Marilyn Chilvers³
BEc (Hons), Grad Dip Ter Ed,
M App Stat



A/Executive Director
Operations Support
Myra Craig⁵
BEc, GradDip Ed,
GradDip Management



Chief Information Officer
Kerry Holling⁴
BSc (Hons)



Director
Financial Services
John Parisi
B Bus, CPA



**DoCS Regional
Directors**
Left to Right

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

4 Regional Director
Metro West
Margaret Oldfield
BEc, GDPSM

6 Regional Director
Western
Glynis Ingram
NNEB, AFAIM

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

3 Regional Director
Metro South West
Janet Vickers⁷
BSW, Grad Dip
Public Admin

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

7 Regional Director
Southern
Jillian Herbert
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.

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.

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

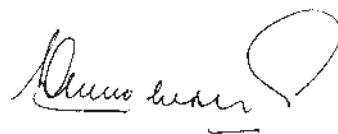
Whilst there is more to do than just finish the reform agenda, there is no doubt that the DoCS of today is a much stronger organisation and a better service provider than the DoCS of 2001/02.

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.

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 Policy⁸ 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

Performance summary

| | 2006/07 | 2005/06 | Difference % |
|---|-----------------|-----------------|--------------|
| Service delivery | | | |
| 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 |
| Resources | | | |
| 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"> ❖ Funded more than 380 SAAP services to provide assistance to clients ❖ Held regional information sessions for more than 500 non-government organisations to explain DoCS performance-based contracting and performance monitoring framework ❖ Five DoCS research and development programs received Commonwealth innovation funding to support the implementation of SAAP V Strategic Directions |
| Disaster recovery clients return to their usual way of living as soon as possible | <ul style="list-style-type: none"> ❖ Attended 31 disasters and provided more than \$1 million in funding to assist victims by providing food, clothing, guidance and personal and financial support ❖ Provided \$613,008 to drought-affected families and \$96,000 to families who lost their homes to bushfire ❖ 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 |
| Strong communities provide an environment for everyone, including families and children, to reach their full potential | <ul style="list-style-type: none"> ❖ Funded over 600 non-government organisations and local councils for over 930 community development projects ❖ Supported 3,900 vulnerable young people with problematic drug and alcohol use through the Getting It Together Scheme ❖ Received more than 23,000 calls to the Domestic Violence Line and coordinated a statewide awareness campaign to stop violence against women ❖ 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 |

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"> ❖ Licensed 3,341 childcare services, providing an estimated 146,120 places per day ❖ Funded 1,619 children's services – an estimated 46,008 places per day ❖ Introduced centralised licensing to children's services in NSW ❖ 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> ❖ 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 |
| 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"> ❖ Introduced Brighter Futures early intervention caseworkers to more DoCS offices, with teams now operating at more than 26 DoCS locations ❖ Created 100 new early intervention caseworker positions ❖ 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 ❖ Funded 34 Brighter Future projects to deliver case management, home visiting, parenting programs and quality children's services to families ❖ Worked closely with 14 'lead agencies' to establish services using the performance-based contracting framework ❖ Introduced the Parents as Teachers early intervention home visiting program, with caseworker training in PAT started in July 2007 |

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"> ❖ A major project on child protection was scoped to review and reform the way child protection is carried out in NSW ❖ Assessed more than 286,000 child protection reports ❖ Created more than 100 new child protection caseworker positions ❖ Developed a new standard fax form for reporting children and young people at risk of harm ❖ A metropolitan After Hours Crisis Response Team was formed and dealt with nearly 4,000 after-hours matters between November and June 2007 ❖ Seven research papers and literature reviews were published dealing specifically with child protection issues |

For more information about statutory child protection see page 43.

OUT-OF-HOME CARE

| Result | Achievements |
|--|---|
| Children and young people are in a safe, well-functioning, stable placement and are developing optimally | <ul style="list-style-type: none"> ❖ Supported 12,712 children and young people in out-of-home care as at 30 June 2007 ❖ Provided \$10 million additional annual funding to create up to 200 new Aboriginal foster care places ❖ 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 ❖ 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 ❖ A new centralised Foster Carer Recruitment Line and marketing campaign attracted more than 2,000 people interested in becoming foster carers during August 2006 ❖ A revised payments system to better support foster carers was announced in September 2006 |
| Children and young people are successfully restored to their parental family | <ul style="list-style-type: none"> ❖ DoCS Permanency Planning Demonstration Project is now underway at several locations across NSW, with 66 children participating as at June 2007 |
| 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 | <ul style="list-style-type: none"> ❖ 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 ❖ Created 229 places for high needs children and young people across four service providers ❖ 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 |
| 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 | <ul style="list-style-type: none"> ❖ 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 ❖ 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 ❖ 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 ❖ Provided \$3 million directly to support young people who had left care and for specialist after care services ❖ 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 |

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">❖ Published <i>Corporate Directions 2006/07</i> and developed <i>Corporate Directions 2007/08</i>❖ A major social research report was completed exploring community attitudes to child protection, foster care and parenting❖ Implemented the DoCS Aboriginal Strategic Commitment to improve services to Aboriginal staff and clients❖ DoCS staff attended a total of 30,047 participant training days❖ Increased training provided to non-government organisation (NGO) partners by 10 per cent on the previous year❖ A Drug and Alcohol Expertise unit was set up within DoCS to increase staff skills in dealing with these issues❖ Distributed nearly 800,000 information and communication resources to staff, government and non-government agencies, and the general public |

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 |
| Total funding | | 1,119.2 |

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 |
| Total | 1,133.8 | 100 | 1,006.5 | 100 |

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 |
| Total | 1,133.8 | 100 |

FUNDING SOURCE 2007/08

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

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 |
| Total | 388 | 387 | 386 |

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 |
| Total | 388 | 387 | 386 |

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 |
| Total | 31 | 32 | 26 |

**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 |
| Trunk 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 BUILDING⁹

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.

⁹ 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 'Let's 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.

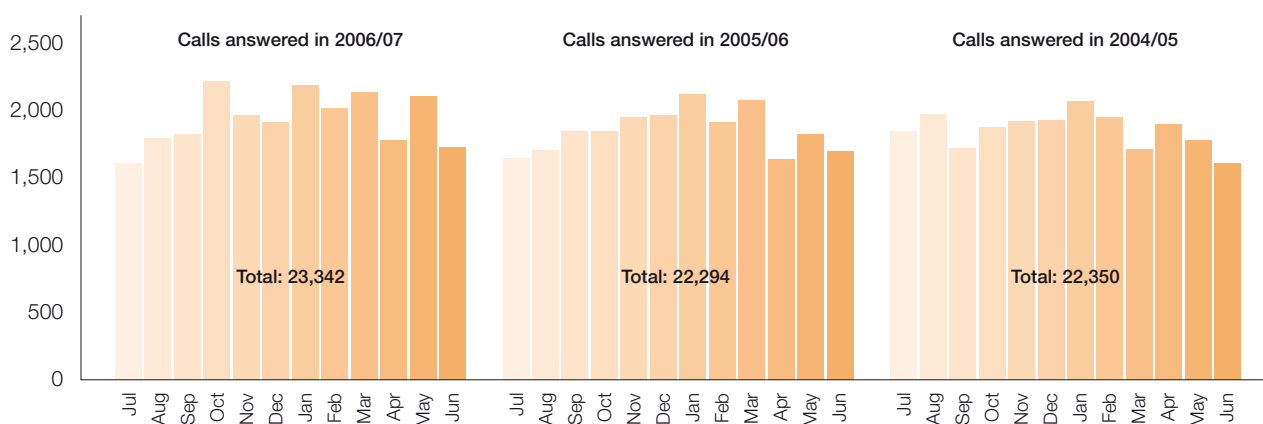
DoCS also produced other prevention resources to address domestic violence, including *The Little Black Book for Strong Black Women* – a diary about walking away from

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 First¹⁰) 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

| | 2006/07 | | 2005/06 | | 2004/05 | | 2003/04 | |
|--|--------------|------------|--------------|------------|--------------|------------|--------------|------------|
| Services | 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 |
| Total | 1,619 | 100 | 1,641 | 100 | 1,663 | 100 | 1,680 | 100 |
| 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

| | 2006/07 | | 2005/06 | | 2004/05 | | 2003/04 | |
|--|--------------|------------|--------------|------------|--------------|------------|--------------|------------|
| Services | 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 |
| Total | 3,341 | 100 | 3,236 | 100 | 3,174 | 100 | 3,105 | 100 |
| 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 |
| % of children aged 0-5 years in NSW accessing funded licensed children's services | 13.6% | 18.0% | 13.6% | 12.7% |
| Indigenous children | | | | |
| 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 |
| % of Indigenous children aged 0-5 years in NSW accessing funded licensed children's services | 15.2% | 15.2% | 14.9% | 18.4% |
| Culturally and Linguistically Diverse (CALD) children | | | | |
| 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 |
| % of CALD children aged 0-5 years in NSW accessing funded licensed children's services | 10.2% | 10.7% | 9.6% | 8.7% |

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.

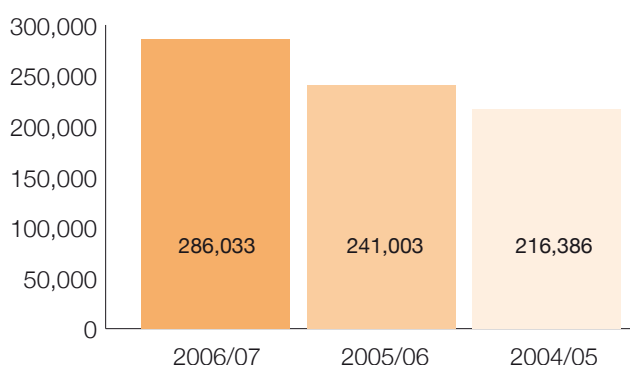
The child protection reform project is one of DoCS key priorities for the coming year, as well as part of the *NSW Government State Plan*. It is anticipated that significant changes will be recommended to the current child protection system as a result.

CHILDREN AND YOUNG PEOPLE SUBJECT OF A REPORT

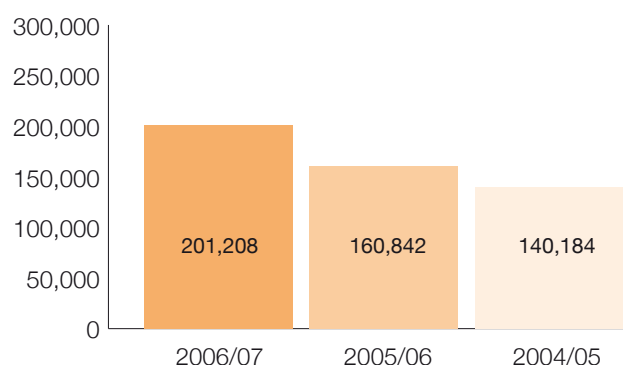
| | 2006/07 | 2005/06 | 2004/05 |
|---|---------|---------|---------|
| Rate per 1,000 of children and young people who were subject of a report | 78.8 | 68.8 | 64.1 |
| Rate per 1,000 of children and young people who were subject of a report requiring further assessment | 65.1 | 54.8 | 50.1 |

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 trialed 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 |
|-------------------------------|--------------|---------------|---------------|
| Co-located JIRTs | | | |
| 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 ¹³ | 213 | Not available | Not available |
| The Entrance | 209 | 251 | 247 |
| Wollongong | 174 | 161 | 147 |
| Subtotal | 1,802 | 1,956 | 1,925 |
| Rural JIRTs | | | |
| Western | 621 | 747 | 830 |
| Northern | 455 | 498 | 731 |
| Southern | 145 | 137 | 134 |
| Subtotal | 1,221 | 1,382 | 1,695 |
| TOTAL | 3,023 | 3,338 | 3,620 |

Source: JIRT Database (owned by NSW Police).

¹³ 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.

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 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 Wundunur-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 Nurranginy 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) ¹⁴ | 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 |

14 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 | |
| Total | 50 | 10 | 23 | 12 |

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 |
| Total | 3,997 | 3,493 |

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
www.parenting.nsw.gov.au
www.families.nsw.gov.au
www.youthpartnership.nsw.gov.au
www.pacificyouth.nsw.gov.au
www.aboutdaterape.nsw.gov.au
www.communitybuilders.nsw.gov.au
www.youth.nsw.gov.au
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 – 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.



The 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 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 |
| FOI requests | | | | | | |
| New (including transferred in) | 377 | 9 | 386 | 412 | 2 | 414 |
| Brought forward | 23 | 0 | 23 | 22 | 4 | 26 |
| Total to be processed | 400 | 9 | 409 | 434 | 6 | 440 |
| Completed | 332 | 4 | 336 | 363 | 3 | 366 |
| Transferred out | 0 | 0 | 0 | 0 | 0 | 0 |
| Withdrawn | 35 | 4 | 39 | 37 | 3 | 40 |
| Total processed | 367 | 8 | 375 | 400 | 6 | 406 |
| Unfinished | 33 | 1 | 34 | 24 | 0 | 24 |
| Result of FOI requests | | | | | | |
| 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 |
| Ministerial Certificates | | | | | | |
| Ministerial Certificates issued | | | 0 | | | 0 |
| Formal consultations | | | | | | |
| Requests requiring formal consultations | | | 46 | | | 58 |
| Formal consultations conducted | | | 49 | | | 61 |
| Amendment of personal records | | | | | | |
| Result of amendment – agreed | | | 0 | | | 1 |
| Result of amendment – refused | | | 0 | | | 0 |
| Total processed | | | 0 | | | 1 |
| Notation of personal records | | | | | | |
| Requests for notation | | | 0 | | | 0 |
| FOI requests granted in part or refused | | | | | | |
| 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 |
| Total | 310 | 7 | 317 | 335 | 1 | 336 |

| | 1 July 2006 to 30 June 2007 inclusive | | | 1 July 2005 to 30 June 2006 inclusive | | |
|--|---------------------------------------|------------------------------|------------|---------------------------------------|-------------------------------|------------|
| | Personal | Other | Total | Personal | Other | Total |
| FOI requests | | | | | | |
| Days to process | | | | | | |
| 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 |
| Total completed | 332 | 4 | 336 | 363 | 3 | 366 |
| Processing time | | | | | | |
| 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 |
| Total completed | 332 | 4 | 336 | 363 | 3 | 366 |
| Reviews and appeals | | | | | | |
| Internal reviews finalised | | | 5 | | | 7 |
| Ombudsman reviews finalised | | | 1 | | | 0 |
| Administrative Decisions Tribunal appeals finalised | | | 0 | | | 0 |
| Internal review results – grounds on which review requested | | | | | | |
| Upheld: | | | | | | |
| 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 |
| Total upheld | 4 | 0 | 4 | 5 | 0 | 5 |
| Varied: | | | | | | |
| 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 |
| Total varied | 1 | 0 | 1 | 1 | 1 | 2 |
| Costs and fees of requests processed | | | | | | |
| | 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 |
| Discounts allowed | | | | | | |
| 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 |
| Total | 134 | 1 | 135 | 120 | 0 | 120 |
| 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.

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.

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 ¹ |
| Police – requests to assist police investigations | 42 | 49 |
| Other agencies | 221 ² | 76 |
| Reportable conduct matters referred to the Ombudsman | 363 ³ | 350 |
| Requests for information by the Ombudsman relating to allegations against employees | 263 | 147 |

1 Process commenced mid way through 2005/6 period.

2 New process re Aboriginal Trust Fund Repayment Scheme accounted for 60 of these requests.

3 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 ¹ | 15 |
| Ombudsman reviews (ongoing or monitored in period) | 6 | 3* |

1 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

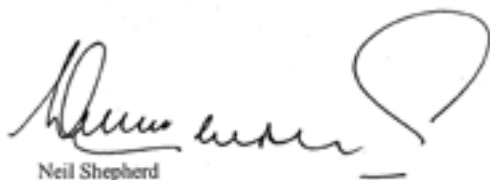
26 September 2007
SYDNEY

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

Expenses excluding losses

Operating expenses

Employee related

Other operating expenses

Depreciation and amortisation

Grants and subsidies

Total expenses excluding losses

Less:

Revenue

Sale of goods and services

Investment income

Grants and contributions

Other revenue

Total revenue

(Gain)/Loss on disposal of non-current assets

NET COST OF SERVICES

Government contributions

Recurrent appropriation

Capital appropriation

Acceptance by the Crown Entity of employee benefits and other liabilities

Total Government contributions

SURPLUS/(DEFICIT) FOR THE YEAR

| Notes | Actual 2007 \$'000 | Budget 2007 \$'000 | Actual 2006 \$'000 |
|-------|--------------------------|--------------------------|--------------------------|
| | | | |
| 2(a) | 305,092 | 315,624 | 264,436 |
| 2(b) | 131,246 | 124,407 | 110,975 |
| 2(c) | 19,284 | 20,592 | 17,527 |
| 2(d) | 678,161 | 669,308 | 613,567 |
| | 1,133,783 | 1,129,931 | 1,006,505 |
| | | | |
| 3(a) | 1,784 | 2,782 | 3,621 |
| 3(b) | 2,051 | 984 | 2,466 |
| 3(c) | 1,969 | 7,484 | 8,456 |
| 3(d) | 7,081 | – | 6,632 |
| | 12,885 | 11,250 | 21,175 |
| | | | |
| 4 | (69) | 167 | 438 |
| 20 | 1,120,829 | 1,118,848 | 985,768 |
| | | | |
| 5 | 1,065,714 | 1,067,299 | 957,198 |
| 5 | 30,543 | 26,203 | 30,228 |
| 6 | 10,038 | 20,700 | 12,860 |
| | 1,106,295 | 1,114,202 | 1,000,286 |
| | (14,534) | (4,646) | 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 | – |
| | 24,189 | 14,043 | 25,911 |
| | | | |
| 11 | | | |
| | 72,597 | 66,958 | 75,243 |
| | 64,060 | 60,140 | 52,179 |
| | 136,657 | 127,098 | 127,422 |
| 12 | 6,922 | 6,019 | 6,019 |
| | 143,579 | 133,117 | 133,441 |
| | 167,768 | 147,160 | 159,352 |
| | | | |
| 13 | 34,242 | 6,260 | 21,160 |
| | – | 12 | – |
| 14 | 32,327 | 35,243 | 27,901 |
| 15 | 0 | 56 | 56 |
| | 66,569 | 41,571 | 49,117 |
| | | | |
| 13 | 10,850 | 8,580 | 8,580 |
| 14 | 183 | 170 | 170 |
| | 11,033 | 8,750 | 8,750 |
| | 77,602 | 50,321 | 57,867 |
| | 90,166 | 96,839 | 101,485 |
| | | | |
| 16 | 56,289 | 53,957 | 53,957 |
| 16 | 33,877 | 42,882 | 47,528 |
| | 90,166 | 96,839 | 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 | Actual 2007 \$'000 | Budget 2007 \$'000 | Actual 2006 \$'000 |
|-------|--------------------------|--------------------------|--------------------------|
| 16 | 3,215 | – | 3,215 |
| | 3,215 | – | 3,215 |
| | (14,534) | (4,646) | 14,518 |
| | (11,319) | (4,646) | 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
Grants and subsidies
Operating related expenses

Total payments

Receipts

Sale of goods and services
Interest received
GST recoveries
Other

Total receipts

Cash flows from/(to) Government

Recurrent appropriation
Capital appropriation
Cash reimbursements from the Crown Entity

Net cash flows from/(to) Government

NET CASH FLOWS FROM OPERATING ACTIVITIES

CASH FLOWS FROM FINANCING ACTIVITIES

Proceeds from advances

CASH FLOWS FROM INVESTING ACTIVITIES

Proceeds from sale of land and buildings
and plant and equipment
Purchases of land and buildings
and plant and equipment

NET CASH FLOWS FROM INVESTING ACTIVITIES

NET INCREASE/(DECREASE) IN CASH

Opening cash and cash equivalents

CLOSING CASH AND CASH EQUIVALENTS

| Notes | Actual 2007 \$'000 | Budget 2007 \$'000 | Actual 2006 \$'000 |
|-------|--------------------------|--------------------------|--------------------------|
| | | | |
| | (290,188) | (288,260) | (247,958) |
| | (739,712) | (669,308) | (670,449) |
| | (125,940) | (195,689) | (121,097) |
| | (1,155,840) | (1,153,257) | (1,039,504) |
| | | | |
| | 1,784 | 2,782 | 3,621 |
| | 2,490 | 805 | 1,744 |
| | 73,463 | 68,092 | 67,170 |
| | 7,069 | – | 14,713 |
| | 84,806 | 71,679 | 87,248 |
| | | | |
| | 1,065,658 | 1,067,299 | 956,216 |
| | 30,543 | 26,203 | 30,193 |
| | – | – | – |
| | 1,096,201 | 1,093,502 | 986,409 |
| 20 | 25,167 | 11,924 | 34,153 |
| | | | |
| | – | – | – |
| | | | |
| | 2,049 | 2,011 | 1,299 |
| | (32,765) | (26,203) | (32,501) |
| | (30,716) | (24,192) | (31,202) |
| | (5,549) | (12,268) | 2,951 |
| | 12,256 | 12,256 | 9,305 |
| 8 | 6,707 | (12) | 12,256 |

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

Expenses excluding losses

Operating expenses

Employee related

Other operating expenses

Depreciation and amortisation

Grants and subsidies

Total expenses excluding losses

Revenue

Sales of goods and services

Investment income

Grants and contributions

Other revenue

Total revenue

(Gain)/loss on disposal of non-current assets

Net cost of services

Government contributions*

NET EXPENDITURE/(REVENUE) FOR THE YEAR

ADMINISTERED EXPENSES AND REVENUES

Administered expenses

Other

Total administered expenses

Administered revenues

Other

Total administered revenues

Administered revenues less expenses

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.

| | Program 1.1 | | Program 1.2 | |
|--|----------------|----------------|----------------|----------------|
| | 2007 \$'000 | 2006 \$'000 | 2007 \$'000 | 2006 \$'000 |
| | | | | |
| | 11,410 | 8,779 | 33,591 | 31,600 |
| | 4,909 | 3,829 | 14,450 | 13,617 |
| | 723 | 608 | 2,123 | 2,158 |
| | 247,110 | 254,820 | 152,579 | 121,564 |
| | 264,152 | 268,036 | 202,743 | 168,939 |
| | | | | |
| | 758 | 1,432 | 132 | 281 |
| | 71 | 85 | 257 | 308 |
| | 807 | 5,172 | 39 | 198 |
| | 2,903 | 1,623 | 142 | 315 |
| | 4,539 | 8,312 | 570 | 1,102 |
| | – | – | – | – |
| | 259,613 | 259,724 | 202,173 | 167,837 |
| | – | – | – | – |
| | 259,613 | 259,724 | 202,173 | 167,837 |
| | | | | |
| | – | – | – | – |
| | – | – | – | – |
| | | | | |
| | – | – | – | – |
| | – | – | – | – |
| | – | – | – | – |

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 |
| 179,058 | 156,996 | 81,033 | 67,061 | – | – | 305,092 | 264,436 |
| 77,028 | 65,120 | 34,859 | 28,409 | – | – | 131,246 | 110,975 |
| 11,318 | 10,271 | 5,120 | 4,490 | – | – | 19,284 | 17,527 |
| 8,310 | 11,861 | 270,162 | 225,322 | – | – | 678,161 | 613,567 |
| 275,714 | 244,248 | 391,174 | 325,282 | – | – | 1,133,783 | 1,006,505 |
| 622 | 1,325 | 272 | 583 | – | – | 1,784 | 3,621 |
| 1,191 | 1,432 | 532 | 641 | – | – | 2,051 | 2,466 |
| 591 | 1,638 | 532 | 1,448 | – | – | 1,969 | 8,456 |
| 2,124 | 1,670 | 1,912 | 3,024 | – | – | 7,081 | 6,632 |
| 4,528 | 6,065 | 3,248 | 5,696 | – | – | 12,885 | 21,175 |
| – | – | (69) | 438 | – | – | (69) | 438 |
| 271,186 | 238,183 | 387,857 | 320,024 | – | – | 1,120,829 | 985,768 |
| – | – | – | – | 1,106,295 | 1,000,286 | 1,106,295 | 1,000,286 |
| 271,186 | 238,183 | 387,857 | 320,024 | (1,106,295) | (1,000,286) | 14,534 | (14,518) |
| – | – | – | – | – | – | – | – |
| – | – | – | – | – | – | – | – |
| – | – | – | – | – | – | – | – |
| – | – | – | – | – | – | – | – |
| – | – | – | – | – | – | – | – |

Summary of Compliance with Financial Directives

ORIGINAL BUDGET APPROPRIATION/ EXPENDITURE

Appropriation Act

Additional Appropriations

S24 PF&AA – transfer of functions
between Departments

S26 PF&AA – Commonwealth Specific
Purpose Payments

OTHER APPROPRIATIONS/EXPENDITURE

Treasurer's Advance

Transfers to/from another Agency
(s27 of the Appropriation Act)

Variations of authorised payments (s28)

**Total Appropriations/Expenditure/
Net Claim on Consolidated Fund
(includes transfer payments)**

Amount drawn down against Appropriation

Liability to Consolidated Fund*

| 2007 | | | |
|----------------------------|--|--------------------------|--|
| Recurrent Appropriation | Expenditure/ Net Claim on Consolidated Fund | Capital Appropriation | Expenditure/ Net Claim on Consolidated Fund |
| \$'000 | \$'000 | \$'000 | \$'000 |
| 1,066,477 | 1,066,477 | 26,203 | 26,203 |
| – | – | – | – |
| – | – | – | – |
| 822 | 822 | – | – |
| 1,067,299 | 1,067,299 | 26,203 | 26,203 |
| 1,500 | 1,500 | – | – |
| (3,085) | (3,085) | 4,340 | 4,340 |
| – | – | – | – |
| (1,585) | (1,585) | 4,340 | 4,340 |
| 1,065,714 | 1,065,714 | 30,543 | 30,543 |
| – | 1,065,714 | – | 30,543 |
| – | – | – | – |

*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).

| 2006 | | | |
|----------------------------|--|--------------------------|--|
| Recurrent Appropriation | Expenditure/ Net Claim on Consolidated Fund | Capital Appropriation | Expenditure/ Net Claim on Consolidated Fund |
| \$'000 | \$'000 | \$'000 | \$'000 |
| 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. The 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

(a) Employee related expenses

| | |
|---|--|
| Salaries and wages (including recreation leave) | |
| Superannuation – defined contribution plans | |
| Superannuation – defined benefit plans | |
| Long service leave | |
| Workers' compensation insurance | |
| Payroll tax and fringe benefit tax | |

| 2007 | 2006 |
|--------|--------|
| \$'000 | \$'000 |

| | |
|---------|---------|
| 251,217 | 210,870 |
| 17,723 | 14,611 |
| 4,717 | 4,459 |
| 5,039 | 8,133 |
| 9,017 | 11,298 |
| 17,379 | 15,065 |

| | |
|---------|---------|
| 305,092 | 264,436 |
|---------|---------|

(b) Other operating expenses

| | |
|--|--|
| Auditor's remuneration – audit of the financial report | |
| Bad and doubtful debts | |
| Operating lease rental expense | |
| Maintenance | |
| Insurance | |
| Advertising | |
| Cleaning | |
| Computer services costs | |
| Consultants | |
| Contracted corporate services costs | |
| Legal costs | |
| Motor vehicle running costs | |
| Postal and telephone | |
| Printing | |
| Staff development | |
| Stores | |
| Travelling, removal and subsistence | |
| Utilities | |
| Fees – Contractors | |
| Miscellaneous | |

| | |
|--------|--------|
| 187 | 267 |
| 97 | 191 |
| 23,260 | 20,359 |
| 1,625 | 823 |
| 467 | 518 |
| 1,459 | 1,052 |
| 1,933 | 1,684 |
| 15,178 | 13,325 |
| 1,401 | 2,622 |
| 35,884 | 26,689 |
| 4,587 | 3,362 |
| 10,381 | 8,995 |
| 4,558 | 4,469 |
| 1,161 | 1,284 |
| 8,436 | 6,042 |
| 2,568 | 2,342 |
| 4,171 | 2,905 |
| 1,836 | 1,635 |
| 3,706 | 3,916 |
| 8,351 | 8,495 |

| | |
|---------|---------|
| 131,246 | 110,975 |
|---------|---------|

(c) Depreciation and amortisation expense

Depreciation

Buildings

Plant and equipment

Amortisation

Leasehold improvements

Intangibles

(d) Grants and subsidies

Prevention and Early Intervention

Refuges for men and women

Disaster Welfare

Out of home care

Community services program

Statutory Child Protection Service

NSW Businesslink

3. Revenues**(a) Sale of goods and services**

Rendering of services – Department of Ageing, Disability and Home Care

Rendering of services – Disaster Welfare

(b) Investment income

Interest

| 2007 \$'000 | 2006 \$'000 |
|----------------|----------------|
|----------------|----------------|

| | |
|----------------|---------|
| | |
| 1,349 | 1,420 |
| 7,876 | 5,801 |
| 9,225 | 7,221 |
| 6,509 | 4,882 |
| 3,550 | 5,424 |
| 10,059 | 10,306 |
| 19,284 | 17,527 |
| 152,242 | 120,771 |
| 117,194 | 113,883 |
| 1,399 | 1,897 |
| 269,432 | 223,203 |
| 128,433 | 138,777 |
| 6,654 | 6,839 |
| 2,807 | 8,197 |
| 678,161 | 613,567 |

| | |
|--------------|-------|
| 1,063 | 2,268 |
| 721 | 1,353 |
| 1,784 | 3,621 |
| 2,051 | 2,466 |

Notes to and forming part
of the Financial Statements cont.

For the year ended 30 June 2007

3. Revenues cont.

(c) Grants and contributions

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 |

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 |

(d) Other revenue

| | | |
|--|--------------|-------|
| 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 |
| | 7,081 | 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
\$'000

2006
\$'000

| | |
|--------------|-------|
| | |
| 2,049 | 1,299 |
| 1,980 | 1,737 |
| (69) | 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)

| | |
|------------------|---------|
| 1,065,714 | 957,254 |
| – | (56) |
| 1,065,714 | 957,198 |
| 1,065,714 | 957,198 |
| 30,543 | 30,228 |
| – | – |
| 30,543 | 30,228 |
| 30,543 | 30,228 |
| 30,543 | 30,228 |
| 30,543 | 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 |
| 10,038 | 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:

Cash on hand

Cash at bank

Closing cash and cash equivalents
(per Cash Flow Statement)

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

Less: Allowance for impairment

Amounts due from the State

GST recoveries

Prepayments

10. Non-current assets held for sale

Assets held for sale

Land

Building

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.

| 2007 \$'000 | 2006 \$'000 |
|----------------|----------------|
| 192 | 193 |
| 6,515 | 12,063 |
| 6,707 | 12,256 |

| | |
|--------|--------|
| 6,453 | 4,181 |
| (497) | (428) |
| 5,956 | 3,753 |
| 1,054 | 1,573 |
| 6,240 | 7,313 |
| 315 | 1,016 |
| 13,565 | 13,655 |

| | |
|-------|---|
| 3,289 | – |
| 628 | – |
| 3,917 | – |

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

Accumulated depreciation and impairment

Net Carrying Amount

At 30 June 2007

At Fair Value

Accumulated depreciation and impairment

Net Carrying Amount

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

Additions

Reclassify to Intangibles

Reclassify to assets held for sale

Disposals

Net revaluation increment less revaluation decrements

Depreciation expense

Net Carrying Amount at end of year

| Land and buildings | Plant and equipment | Leasehold improvements | Total |
|--------------------|---------------------|------------------------|----------|
| \$'000 | \$'000 | \$'000 | \$'000 |
| 75,728 | 39,006 | 45,118 | 159,852 |
| (485) | (15,982) | (15,963) | (32,430) |
| 75,243 | 23,024 | 29,155 | 127,422 |
| 73,144 | 46,871 | 58,190 | 178,205 |
| (547) | (20,079) | (20,922) | (41,548) |
| 72,597 | 26,792 | 37,268 | 136,657 |
| 75,243 | 23,024 | 29,155 | 127,422 |
| 1,325 | 13,807 | 14,668 | 29,800 |
| – | (2,149) | – | (2,149) |
| (3,917) | – | – | (3,917) |
| (1,920) | (14) | (46) | (1,980) |
| 3,215 | – | – | 3,215 |
| (1,349) | (7,876) | (6,509) | (15,734) |
| 72,597 | 26,792 | 37,268 | 136,657 |

At 1 July 2005

At Fair Value

Accumulated depreciation and impairment

Net Carrying Amount

At 30 June 2006

At Fair Value

Accumulated depreciation and impairment

Net Carrying Amount

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

Additions

Assets recognised for the first time

Disposals

Net revaluation increment less revaluation decrements

Depreciation expense

Net Carrying Amount at end of year

| Land and buildings | Plant and equipment | Leasehold improve- ments | 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)

Accumulated depreciation and impairment

Net Carrying Amount

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

Additions

Reclassify from Property Plant and Equipment to Intangibles

Amortisation expense

Net Carrying Amount at end of year

At 1 July

Cost (gross carrying amount)

Accumulated depreciation and impairment

Net Carrying Amount

| | 2007 \$'000 | 2006 \$'000 |
|---|----------------|----------------|
| Cost (gross carrying amount) | 37,805 | 30,413 |
| Accumulated depreciation and impairment | (30,883) | (24,394) |
| Net Carrying Amount | 6,922 | 6,019 |
| Reconciliations | | |
| 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

Current liabilities – Payables

Accrued salaries, wages and on-costs

Creditors (including GST)

Payroll deductions

Non-current liabilities – Payables

Landcom advance – sale of Renwick

| 2007 | 2006 |
|---------------|---------------|
| \$'000 | \$'000 |
| 2,360 | 1,754 |
| 29,174 | 17,025 |
| 2,708 | 2,381 |
| 34,242 | 21,160 |
| 10,850 | 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

Payroll tax

Workers' compensation

Total Provisions

Aggregate employee benefits and related on-costs

Provisions – current

Provisions – non-current

Accrued salaries, wages and on-costs (Note 13)

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

Capital

| | 2007 \$'000 | 2006 \$'000 |
|---|----------------|----------------|
| 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 |

| | | |
|--|---|----|
| | | |
| | - | 56 |
| | - | - |
| | - | 56 |

16. Changes in Equity

| | Accumulated Funds | | Revaluation Reserve | | Total Equity | |
|---|-------------------|----------------|---------------------|----------------|-----------------|----------------|
| | 2007 \$'000 | 2006 \$'000 | 2007 \$'000 | 2006 \$'000 | 2007 \$'000 | 2006 \$'000 |
| Balance at the beginning of the financial year | 47,528 | 32,100 | 53,957 | 51,652 | 101,485 | 83,752 |
| Changes in equity – other than transactions with owners as owners | | | | | | |
| Surplus/(Deficit) for the year | (14,534) | 14,518 | – | – | (14,534) | 14,518 |
| Increment on revaluation of land and buildings | – | – | 3,215 | 3,215 | 3,215 | 3,215 |
| | (14,534) | 14,518 | 3,215 | 3,215 | (11,319) | 17,733 |
| Transfers within equity | | | | | | |
| Asset revaluation reserve balance transferred to accumulated funds on disposal of asset | 883 | 910 | (883) | (910) | – | – |
| Total | 883 | 910 | (883) | (910) | – | – |
| Balance at the end of the financial year | 33,877 | 47,528 | 56,289 | 53,957 | 90,166 | 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 |
| | |
| 7,438 | 2,069 |
| 7,438 | 2,069 |
| | |
| 31,977 | 18,909 |
| 81,582 | 47,069 |
| 12,520 | 10,362 |
| 126,079 | 76,340 |
| | |
| 73,114 | 38,457 |
| 222,586 | 142,660 |
| 295,700 | 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

| 2007 \$'000 | 2006 \$'000 |
|----------------|----------------|
| 12,091 | 3,457 |
| - | 587 |
| 12,091 | 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

Net cash used on operating activities

Cash Flows from Government/Appropriations
Acceptance by the Crown Entity
of employee benefits and other liabilities
Net gain/(loss) on disposal of assets
Depreciation and amortisation
Assets recognised for the first time
Decrease/(increase) in accounts payable
Decrease/(increase) in employee benefits
Increase/(decrease) in receivables,
inventories and other assets

Net cost of services

| 2007 \$'000 | 2006 \$'000 |
|----------------|----------------|
| 25,167 | 34,153 |
| (1,096,257) | (987,426) |
| (10,038) | (12,860) |
| 69 | (438) |
| (19,284) | (17,527) |
| – | 502 |
| (15,957) | (583) |
| (4,439) | (3,257) |
| (90) | 1,668 |
| (1,120,829) | (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
Add: Receipts
Less: Expenditure
Less: Unpresented cheques
Cash balance at the end of the financial year

| | |
|-------|-------|
| 1,683 | 1,734 |
| 291 | 93 |
| (342) | (140) |
| – | (4) |
| 1,632 | 1,683 |

b) Wards Trust Fund

Cash balance at the beginning
of the financial year
Add: Receipts
Less: Withdrawals
Cash balance at the end of the financial year

| | |
|----|------|
| 36 | 42 |
| 2 | 8 |
| – | (14) |
| 38 | 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.

| | 2007 Carrying Amount | 2007 Net Fair Value | 2006 Carrying Amount | 2006 Net Fair Value |
|--------------------|----------------------------|---------------------------|----------------------------|---------------------------|
| | \$ | \$ | \$ | \$ |
| Less than one year | 38,605 | 38,599 | 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 |
| 2007 | | | | |
| Financial Assets | | | | |
| Cash and cash equivalents | 5.14 | 6,707 | – | 6,707 |
| Receivables | | – | 13,565 | 13,565 |
| Total Financial Assets | | 6,707 | 13,565 | 20,272 |
| Financial Liabilities | | | | |
| Payables | | – | 34,242 | 34,242 |
| Landcom Advance * | 6.27 | 10,850 | – | 10,850 |
| Other | | – | – | – |
| Total Financial Liabilities | | 10,850 | 34,242 | 45,092 |
| 2006 | | | | |
| Financial Assets | | | | |
| Cash and cash equivalents | 4.54 | 12,256 | – | 12,256 |
| Receivables | | | 13,655 | 13,655 |
| Total Financial Assets | | 12,256 | 13,655 | 25,911 |
| Financial Liabilities | | | | |
| Payables | | – | 21,160 | 21,160 |
| Landcom Advance* | 5.875 | 8,580 | – | 8,580 |
| Other | | – | 56 | 56 |
| Total Financial Liabilities | | 8,580 | 21,216 | 29,796 |

* 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) | 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 |
|-----------|---------------------------------|---|---|---|--|
| | \$'000 | \$'000 | \$'000 | \$'000 | \$'000 |
| September | 208,035 | 4,643 | 2,019 | 890 | 1159 |
| December | 74,586 | 5,218 | 1,365 | 458 | 1092 |
| 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

Workforce Planning Workshops
Time & Motion Study – Children's Services
Planning & Review of Family Violence Strategy
Aboriginal OOHC Services Capacity Building Proj Tier 2
Early Intervention Program
Service Analysis & Business Development Support
NSW Preschool Investment & Reform Plan
Exploratory Qualitative Social Research With
Aboriginal Communities

Total

Consultant

Aruspex Pty Ltd
Ernst & Young
Nexus Management Consulting
Matrix on Board
University of NSW
Matrix on Board
The Miller Group Social Policy

Urbis Jhd Pty Ltd

Cost (\$)

33,413
32,275
50,000
53,725
513,211
107,227
47,212

71,132

908,194

2. Engagements less than \$30,000

Consultancy engagements less than \$30,000 – total number 48

Total

492,723

1,400,917

07 Appendices



07 Appendices



Contents

| | |
|---|------------|
| Appendix 1 Legislation and legal changes | 133 |
| Principal Acts administered as at 30 June 2007 | |
| Amendments to legislation | |
| Other legislation | |
| Amendments to regulations | |
| Significant judicial decisions | |
| Appendix 2 Consultation | 135 |
| Significant committees of the Department and names of committee members | |
| Ministerial advisory committees | |
| Members of significant interdepartmental committees and statutory bodies | |
| Appendix 3 Executive reports | 152 |
| Number of executive positions held at each level as at 30 June 2007 | |
| Executive remuneration – SES Level 5 and above as at 30 June 2007 | |
| Number of female executives as at 30 June 2007 | |
| Performance report for the Director-General | |
| Performance reports for SES officers Level 5 and above | |
| Appendix 4 Policies and plans | 158 |
| Equal Employment Opportunity | |
| NSW Government Commitment to Women | |
| Ethnic Affairs Priorities Statement | |
| Disability Action Plan | |
| Code of Conduct and Ethics | |
| Privacy and Personal Information | |
| Appendix 5 Overseas visits | 163 |
| Appendix 6 Waste reduction and purchasing policy statement | 164 |
| Appendix 7 Energy management policy statement | 165 |
| Appendix 8 Publications | 166 |

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 ¹ |
| Deputy Director-General, Service System Development | Gül Izmir ² |
| Deputy Director-General, Strategy, Communication and Governance | Donna Rygate ³ |
| Deputy Director-General, Corporate Services | Alan Ramsey ⁴ |
| 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 ⁵ |
| Executive Director, Economics, Statistics and Research | Marilyn Chilvers ⁶ |
| Executive Director, Children's Services | John Tansey ⁷ |
| A/Executive Director, Operations Support | Myra Craig ⁸ |
| Executive Director, Operations Development | Anne Campbell |
| Executive Director, Helpline | Helen Freeland |
| Director Financial Services | John Parisi |
| Chief Information Officer | Kerry Holling ⁹ |
| Regional Director, Metro Central | Anne-Maree Sabellico |
| Regional Director, Metro South West | Janet Vickers ¹⁰ |
| Regional Director, Metro West | Margaret Oldfield |
| Regional Director, Hunter and Central Coast | Anne Maree Gleeson |
| Regional Director, Southern | Jill Herbert |
| Regional Director, Western | Glynis Ingram ¹¹ |
| 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 ¹³ |

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 |

¹³ From January 2007.

BRIGHTER FUTURES PARTNERS SEMINAR ¹⁴

| | |
|---|----------------------|
| 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 Herbert |
| | Glynis Ingram |
| | Anne-Maree Sabellico |
| | Janet Vickers |
| | Adele Brookes |
| | Margaret Oldfield |
| Bega Valley Shire Council | Leanne Barnes |
| 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 |

¹⁴ Established March 2007.

CHILDREN AND YOUNG PERSONS (CARE AND PROTECTION) ACT 1998 LEGISLATIVE REFORM WORKING GROUP¹⁵

| | |
|---|----------------------|
| 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 Herbert |
| 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 |

¹⁵ 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 Spiliopoulos |
| 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 ¹⁶

| | |
|---|------------------------|
| 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 | Janet Loughman |
| 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 ¹⁷

| | |
|---|----------------------|
| 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 |

¹⁶ Final meeting held on September 2006.

¹⁷ 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 ¹⁸ |

MINISTERIAL ADVISORY COMMITTEE

| | |
|---|--------------------------------|
| Director-General | Neil Shepherd |
| University of Sydney | Judy Cashmore ¹⁹ |
| Aboriginal Child, Family and Community Care State Secretariat | Glenda Stubbs ²⁰ |
| Council of Social Service NSW | Michelle Burrell ²¹ |
| Association of Childrens Welfare Agencies | Andrew McCallum |
| Barnardos Australia | Louise Voigt ²² |
| Independent | Leonie Manns ²³ |

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 ²⁴ |
| 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 |
|--|----------------|

¹⁸ From December 2006. Sue Dawson was on the Council to December 2006.

¹⁹ To January 2007.

²⁰ From November 2006. Kate Lindsay was on the Council until November 2006.

²¹ From December 2006. Gary Moore was on the Council until November 2006.

²² From December 2006.

²³ To November 2006.

²⁴ 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 |
|---|-------------|

ANAPHYLAXIS WORKING PARTY (NSW HEALTH)

| | |
|---|-------------|
| Manager, Programs and Projects, Children's Services | Ruth Newman |
|---|-------------|

AREA ASSISTANCE SCHEME REGIONAL ADVISORY COMMITTEE

| | |
|------------------------------------|---------------|
| Manager, Community Program Support | Deirdre Young |
|------------------------------------|---------------|

ANTISOCIAL BEHAVIOUR WORKING PARTY (PREMIERS DEPARTMENT)²⁵

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

APPREHENDED VIOLENCE LEGAL ISSUES COORDINATING COMMITTEE

| | |
|---------------------------------------|--------------------|
| Team Leader, International Kidnapping | Jeevani Korathotha |
|---------------------------------------|--------------------|

BUSHFIRE COORDINATING COMMITTEE

| | |
|---|--------------|
| Manager, State Disaster Recovery Centre | Wendy Graham |
|---|--------------|

CABRAMATTA SENIOR OFFICERS COORDINATING COMMITTEE ON DRUGS

| | |
|--|---------------|
| Executive Director, Communities (Chair) | Sonja Stewart |
| Manager, Regional Strategy, Metro South West (secretariat) | Cathy Noble |
| Manager, Drug Summit Unit | Aqua Robins |

CANTERBURY BANKSTOWN PROJECT REFERENCE GROUP

| | |
|---------------------------------|---------------|
| Executive Director, Communities | Sonja Stewart |
|---------------------------------|---------------|

CHILD DEATH REVIEW TEAM

| | |
|------------------------------|----------------|
| Executive Director, Helpline | Helen Freeland |
|------------------------------|----------------|

CHIEF EXECUTIVE OFFICER'S GROUP ON ABORIGINAL AFFAIRS

| | |
|------------------|---------------|
| Director-General | Neil Shepherd |
|------------------|---------------|

CHIEF EXECUTIVE OFFICER'S COUNTER TERRORISM COORDINATION GROUP

| | |
|--|---------------|
| Director-General | Neil Shepherd |
| A/Executive Director, Operations Support | Myra Craig |

CHILD PROTECTION SENIOR OFFICERS GROUP (HUMAN SERVICES AND JUSTICE AGENCIES)

| | |
|---|------------------|
| Executive Director, Child Protection and Early Intervention (Chair) | Linda Mallett |
| Executive Director, Economics, Statistics and Research | Marilyn Chilvers |
| Director, Child Protection Policy and Service Reform | Eija Roti |
| Manager, Child Protection | Louise Boulter |

²⁵ Established December 2006.

CHILDREN'S COURT ADVISORY COMMITTEE

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) DATA AND EARLY CHILDHOOD SUB-GROUP

| | |
|---|-----------|
| Deputy Director-General, Service System Development | Gül Izmir |
|---|-----------|

COAG REPORT ON GOVERNMENT SERVICES STEERING COMMITTEE

| | |
|---|-------------|
| Manager, Programs and Projects, Children's Services | Ruth Newman |
|---|-------------|

COMMUNITY REGENERATION EXPERT ADVISORY COMMITTEE

| | |
|---------------------------------|---------------|
| Executive Director, Communities | Sonja Stewart |
|---------------------------------|---------------|

COMMUNITY SERVICES MINISTERIAL ADVISORY COUNCIL – CHILDREN'S SERVICES SUB COMMITTEE

| | |
|---|-------------|
| Executive Director, Children's Services | John Tansey |
|---|-------------|

CONDUCT OF CARE PROCEEDINGS (LEGAL AID COMMISSION)

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

CRIME PREVENTION COUNCIL

| | |
|---------------------------------|---------------|
| Executive Director, Communities | Sonja Stewart |
|---------------------------------|---------------|

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 |
|----------------------------|--------------|

DOMESTIC VIOLENCE COURT INTERVENTION MODEL REFERENCE GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

| | |
|------------------------------|----------------|
| Director, Community Programs | Maria Visotina |
|------------------------------|----------------|

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 |
|---|--------------|

E-LODGE MENT WORKING GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

| | |
|------------------------|-------------|
| Team Leader, Child Law | Derek Smith |
|------------------------|-------------|

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 |
|---------------------------|---------------|

GOVERNMENT CHIEF INFORMATION OFFICERS CHANNELS AND ACCESS – SENIOR OFFICERS GROUP

| | |
|------------------------------|----------------|
| Executive Director, Helpline | Helen Freeland |
|------------------------------|----------------|

HOUSING AND HUMAN SERVICES ACCORD SENIOR OFFICERS GROUP (NSW DEPARTMENT OF HOUSING)

| | |
|----------------------------|--------------|
| Director, Strategic Policy | Helen Rogers |
|----------------------------|--------------|

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 |
|------------------------------|----------------|

HUMAN SERVICES CABINET COMMITTEE

| | |
|---|------------|
| Deputy Director-General, Communities and Policy | Sue Dawson |
|---|------------|

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 |
|---------------------------------------|-------------------|

JOINT INVESTIGATION RESPONSE TEAMS CHIEF EXECUTIVE OFFICER'S GROUP (WITH NSW POLICE FORCE AND NSW HEALTH)

| | |
|------------------|---------------|
| Director-General | Neil Shepherd |
|------------------|---------------|

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 |
|--------------------------|---------------|

MAGELLAN STEERING COMMITTEE (FAMILY COURT)

| | |
|------------------------|-------------|
| Team Leader, Child Law | Derek Smith |
|------------------------|-------------|

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 |
|---|--------------|

NATIONAL YOUTH AFFAIRS RESEARCH SCHEME

| | |
|---|-----------|
| Principal Project Officer, Youth Strategy and Participation | Liz Hurst |
|---|-----------|

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)²⁶

| | |
|--|-----------|
| Director, Child Protection Policy and Service Reform | Eija Roti |
|--|-----------|

NSW CHILDREN AND YOUNG PEOPLE'S HEALTH PRIORITY TASKFORCE

| | |
|---------------------------------|---------------|
| Executive Director, Communities | Sonja Stewart |
|---------------------------------|---------------|

NSW EXECUTIVE OF AUSTRALIA AND NEW ZEALAND EDUCATION LAW ASSOCIATION

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

NSW INFLUENZA PANDEMIC TASKFORCE

| | |
|--|--------------|
| A/Executive Director, Operations Support | Myra Craig |
| Manager, State Disaster Recovery Centre | Wendy Graham |

²⁶ Ceased operations in September 2006.

NSW LAW SOCIETY FAMILY ISSUES COMMITTEE

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

NSW LAW SOCIETY SPECIALIST ACCREDITATION COMMITTEE ON CHILD LAW

| | |
|--------------------------|---------------|
| Director, Legal Services | Roderick Best |
|--------------------------|---------------|

NSW PUBLIC SECTOR WORKFORCE PLANNING ADVISORY GROUP

| | |
|--|------------|
| Executive Director, Corporate and Workforce Strategies | Jo Grisard |
|--|------------|

NSW STATE DISASTER RECOVERY COMMITTEE

| | |
|---|--------------|
| Manager, State Disaster Recovery Centre (Chair) | Wendy Graham |
|---|--------------|

NSW STATE EMERGENCY MANAGEMENT COMMITTEE

| | |
|---|--------------|
| Manager, State Disaster Recovery Centre | Wendy Graham |
|---|--------------|

NSW VICTIMS OF CRIME INTERAGENCY

| | |
|---|------------------|
| Senior Project Officer, Violence Against Women, Communities | Jacquie Cheetham |
| Project Officer, Violence Against Women, Communities | Janice Bagot |

PRESCHOOL INVESTMENT AND REFORM PLAN WORKING GROUP²⁷

| | |
|---|-------------|
| Deputy Director-General, Service System Development (Chair) | Gül Izmir |
| Executive Director, Service Funding Strategy | Toni Milne |
| Executive Director, Children's Services | John Tansey |

PREMIER'S COUNCIL ON ACTIVE LIVING

| | |
|-------------------------------|----------------|
| Manager, Communities Strategy | John Macmillan |
|-------------------------------|----------------|

RECEPTION AND ASSISTANCE CENTRES WORKING GROUP

| | |
|---|--------------|
| Manager, State Disaster Recovery Centre | Wendy Graham |
|---|--------------|

REDFERN/WATERLOO CHIEF EXECUTIVE OFFICER'S STEERING COMMITTEE

| | |
|----------------------------------|----------------------|
| Director-General | Neil Shepherd |
| Regional Director, Metro Central | Anne-Maree Sabellico |

SUPPORTED ACCOMMODATION ASSISTANCE PROGRAM COORDINATION AND DEVELOPMENT COMMITTEE (FAMILY AND COMMUNITY SERVICES)

| | |
|---|---------------|
| Executive Director, Service Funding Strategy | Toni Milne |
| Director, Policy Development and Service Planning | Simone Walker |
| Director, Service Funding Projects | Allan Raisin |

TWO WAYS TOGETHER COORDINATING COMMITTEE

| | |
|--------------------------------------|---------------|
| Director, Aboriginal Services Branch | Carmen Parter |
|--------------------------------------|---------------|

TWO WAYS TOGETHER FAMILIES AND COMMUNITIES CLUSTER

| | |
|--------------------------------------|---------------|
| Director, Aboriginal Services Branch | Carmen Parter |
|--------------------------------------|---------------|

²⁷ 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 |
|--------------------------|---------------|

**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 |
|------------------------|-------------|

**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 |
|--|----------------|

YOUTH ALCOHOL ACTION PLAN ADVISORY COMMITTEE

| | |
|--|-------------|
| Director, Strategy and Planning, Communities | Paul Murphy |
|--|-------------|

YOUTH JUSTICE ADVISORY COUNCIL

| | |
|--|-------------|
| Director, Strategy and Planning, Communities | Paul Murphy |
|--|-------------|

YOUTH PARTNERSHIP WITH PACIFIC COMMUNITIES IMPLEMENTATION COMMITTEE

| | |
|---------------------------------|---------------|
| Executive Director, Communities | Sonja Stewart |
|---------------------------------|---------------|

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 İzmir | 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.

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 |
|---|-------------|---------------------------------|---|
| Sue Dawson Deputy Director-General, Communities and Policy | New Zealand | 22-23 August 2006 | Attended International Community Services Ministerial Advisory Committee Conference |
| Sonja Stewart Executive Director, Communities | New Zealand | 10-11 July 2006 | Attended 'Emerging Pacific Leaders' Dialogue – Navigating our future together' |
| Helen Freeland 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 |
| Jill Herbert 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 |
| Susan Prii 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 |
| Ryan Cremer Manager, Client Services – Specialist Services (Western Region) | New Zealand | 11-16 February 2007 | Attended International Foster Care Organisation Conference |
| Marilyn Chilvers Executive Director, Economics, Statistics and Research | USA | 21 June – 30 June 2007 | Inaugural conference of the International Society for Child Indicators in Chicago |
| Jeff Gild 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.

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 OOHC 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



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.

Contents

| | | | |
|--|------------|---|------------|
| Aboriginal Child, Youth & Family Strategy | 170 | Family & Individual Support | 207 |
| Alcohol & Other Drugs Program | 170 | Family Support Project | 207 |
| Cabramatta Family Support & Counselling | 170 | General Counselling Project | 210 |
| Children of Prisoners | 170 | Peak, Coordination & Resource Project | 210 |
| Families with AOD At-Risk Teenagers | 171 | Youth Services | 210 |
| Getting-It-Together Scheme | 171 | Adolescent Support Program | 210 |
| Youth Drug Court | 171 | Community Youth Project – General | 211 |
| Area Assistance Scheme | 171 | Local Government Salary Subsidies – Youth | 214 |
| Better Futures Program | 174 | Peak Coordination & Resource Project | 214 |
| Better Futures | 174 | Community Solutions and Crime Prevention | 214 |
| Youth Week (grants to local councils) | 175 | – continuation of funding | |
| Brighter Futures Early Intervention Program | 176 | Families NSW Program | 215 |
| Brighter Futures | 176 | Families NSW Initiative | 215 |
| Vulnerable Families | 176 | Out-of-Home Care | 219 |
| Children's Services Program | 176 | After Care | 219 |
| Early Childhood | 176 | General Community Based Services | 219 |
| Peak, Coordination & Resource Project | 176 | High Needs Kids Placements | 220 |
| Special Children's Project | 177 | Intensive Out-of-Home Care Services | 220 |
| Preschool & Day Care Centres | 178 | Post Contract Services | 220 |
| Childcare – Capital & Equipment | 178 | Redfern Waterloo Partnership | 220 |
| Commonwealth Grants (Centre based & Wiley Park) | 178 | Supported Accommodation Assistance Program | 220 |
| 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 |
| Community Services Grants Program | 200 | 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 |
| Community Development | 200 | Youth Social Justice Strategy | 224 |
| Aboriginal Services Enhancement | 200 | Youth Supported Accommodation | 224 |
| General | 200 | Youth Partnership with Arabic Speaking Communities | 226 |
| Local Government Salary Subsidies – Community | 202 | Youth Partnership with Pacific Communities | 226 |
| Multicultural Project | 203 | | |
| Neighbourhood Centres | 204 | | |
| Peak, Coordination & Resource Project | 207 | | |
| Special Community Service | 207 | | |

Aboriginal Child, Youth & Family Strategy

| | | \$ | | | |
|--|---------|----|--|---|---------|
| Awabakal Newcastle Aboriginal Cooperative Ltd | | | | KARI Aboriginal Resource Inc | |
| ACYFS Aboriginal Pre School Project | 99,376 | | | Racing To The Top | 29,045 |
| Bankstown Community Resource Group Inc | | | | Mackillop Rural Community Services | |
| Move Groove & Grow Together | 10,000 | | | Birth to Kindergarten – Phase Two (Brewarrina, Weilmoringle, Walgett, Coonamble & Gulargambone) | 47,899 |
| Pass Down A Story | 10,000 | | | Mackillop Family Worker Service – Brewarrina | 89,867 |
| The Learning Zone | 20,000 | | | Mackillop Family Worker Service – Walgett & Coonamble | 164,734 |
| Biripi Aboriginal Corporation Medical Centre | | | | Parenting Co-ordinator for Walgett, Coonamble & Brewarrina | 20,000 |
| Taree Aboriginal Children's Holiday Activities | 15,922 | | | Merrimans Local Aboriginal Lands Council | |
| Blacktown City Council | | | | Wallaga Lake Indigenous School Retention Project | 5,000 |
| Blacktown City Council ACYFS Auspice | 191,000 | | | Mid Richmond Neighbourhood Centre Inc | |
| Boomerang Meeting Place Inc. | | | | Box Ridge Coraki Playgroup Transport Project | 3,185 |
| Wanga Idingii | 15,000 | | | Coraki Box Ridge Youth Activities Project | 13,560 |
| Centacare | | | | Mindaribba Local Aboriginal Land Council | |
| Group Triple P Training for Orana Far West | 20,000 | | | Youth Mentoring Centre Establishment | 3,050 |
| Indigenous Parenting Programs Project | 70,335 | | | Muli Muli Cultural Youth Aboriginal Corporation | |
| Central West Family Support Group Inc | | | | Muli Muli Cultural Youth Project | 5,165 |
| Lachlan Early Childhood Partnerships | 120,000 | | | Nambucca Shire Council | |
| Cobowra (CDEP) Aboriginal Corporation | | | | Nambucca Aboriginal Children's Holiday Activities | 15,922 |
| Moruya Indigenous Youth Project | 20,000 | | | Nambucca Shire Aboriginal Youth Worker Service | 41,320 |
| Coffs Harbour Aboriginal Family Community Care Centre Inc | | | | Narrabri & District Community Aid Service Inc | |
| Coffs Harbour Aboriginal Children's Holiday Activities | 15,922 | | | Aboriginal Child Youth & Family Strategy – Learning Development Network | 7,000 |
| Collarenebri Preschool Inc | | | | Narrabri Aboriginal Community Development Worker | 65,544 |
| Birth to Kindergarten – Phase Two (Collarenebri) | 8,000 | | | Riverina Medical & Dental Aboriginal Corporation | |
| Community Links Wollondilly Inc | | | | Wagga Wagga Indigenous Puppet Project | 40,000 |
| After School Program for Indigenous Kids | 20,000 | | | Shared Vision Aboriginal Corporation | |
| Department of Education & Training | | | | Tabulam Children's & Youth Activities | 12,737 |
| Aboriginal Family & Community Worker – Glenroi/Bowen | 30,000 | | | Shellharbour Aboriginal Community Youth Association Inc | |
| Goulburn SACC Homework and Learning Centre | 20,350 | | | Koori Youth Worker in Schools | 30,000 |
| Inner West Aboriginal Early Literacy Project | 35,000 | | | Shine for Kids Coop Ltd | |
| Mungindi Aboriginal Youth Worker | 65,544 | | | Research Study of the Needs of Children of Aboriginal Prisoners in the Campbelltown Area | 20,087 |
| Mungo Aboriginal Student Leadership Rally | 34,600 | | | South Coast Medical Service Aboriginal Corporation | |
| Transition To High School Program (Tingha, Inverell & Gilgai) | 103,300 | | | Shoalhaven Aboriginal Early Support Family Worker | 64,831 |
| Transition To School | 36,604 | | | South Sydney Youth Services | |
| Yass Homework and Learning Centre | 22,500 | | | La Perouse Supported Activities Program | 150,000 |
| Department of Health | | | | SPYNS Inc | |
| Aboriginal Family Support Project | 72,176 | | | Making Tracks Family Program | 50,357 |
| ACYFS – Early Intervention Worker | 65,000 | | | The Benevolent Society | |
| ACYFS Mothers and Babies | 65,000 | | | ACYFS Project Officer Central Coast | 70,000 |
| Dubbo Aboriginal Mothers and Babies Worker Service | 80,667 | | | The Council of the Shire of Hornsby | |
| Department of Housing | | | | Aboriginal Community Facilitator | 100,000 |
| Aboriginal Community Events | 50,000 | | | The Junction Works Inc | |
| Durri Aboriginal Corporation Medical Service | | | | Lunch Time With A Difference | 42,398 |
| Kempsey Aboriginal Children's Holiday Activities | 18,922 | | | The Northcott Society | |
| Eurobodalla Family Support Service Inc | | | | Paint & Play Group (Aboriginal) | 20,000 |
| South Coast Indigenous Boys Strategy Development Project | 12,298 | | | Tirkandi Inaburra Cultural & Development Centre | |
| Eurobodalla Shire Council | | | | Mentoring Development Project | 60,348 |
| Eurobodalla Youth Transport Project | 20,000 | | | Tweed Aboriginal Corporation For Sport | |
| Great Lakes Community Resources Inc | | | | Tweed Heads Children's and Youth Activities | 31,842 |
| Great Lakes Aboriginal Family Worker – ACYFS Project | 22,441 | | | Wandiyali ATSI Inc | |
| Great Lakes Aboriginal Holiday Activities | 15,922 | | | Aboriginal Young Parent Support Service | 74,556 |
| Gugin Gudduba Local Aboriginal Land Council | | | | Alcohol & Other Drugs Program | |
| Kidz Space Children's & Youth Activities | 6,483 | | | Cabramatta Family Support & Counselling | |
| Gunnedah Family Support Inc | | | | The Uniting Church in Aust Property Trust (NSW) | |
| Gunnedah Indigenous Youth Worker | 53,431 | | | Moving Forward – Family Counselling Service | 98,596 |
| Illawarra Aboriginal Medical Service Aboriginal Corporation | | | | Moving Forward – Intensive Family Support Service | 171,617 |
| Aboriginal Family Worker – Fathers | 64,831 | | | Moving Forward – Mobile Childcare Service | 62,054 |
| Junbung Elders Aboriginal Corporation | | | | Children of Prisoners | |
| Junbung Youth Activities Project | 41,010 | | | Shine for Kids Coop Ltd | |
| | | | | Access to Family Members in Prison | 59,697 |

Alcohol & Other Drugs Program

Families with AOD At-Risk Teenagers

| | |
|--|---------|
| The Ted Noffs Foundation Inc | |
| Family Adolescent Project Blacktown | 108,052 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Drug Summit Project Central Coast | 106,141 |

Getting-It-Together Scheme

| | |
|---|---------|
| Cabramatta Community Centre Inc | |
| Getting It Together Scheme – Cabramatta | 27,619 |
| Marist Youth Care Ltd | |
| Nepean Youth Brokerage Service | 27,619 |
| Phoenix House Youth Services Inc | |
| Rage Project – GITS | 27,777 |
| Samaritans Youth Services | |
| The Hub – Getting It Together | 27,777 |
| South Sydney Youth Services | |
| Streetbeat Intensive Support Program | 157,875 |
| Southern Youth and Family Services Association Inc | |
| Resourcing Adolescents to Gain Essentials Shoalhaven | 157,875 |
| Wollongong Youth Refuge – GITS | 29,488 |
| St Francis Welfare Ltd | |
| HYPA Project | 157,875 |
| Thankakali Aboriginal Corporation | |
| Case Management for Vulnerable Youth | 156,428 |
| The Salvation Army (NSW) Property Trust | |
| Kings Cross Intensive Support Program | 157,875 |
| The Ted Noffs Foundation Inc | |
| Case Management/Brokerage Youth Support | 156,428 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Burnside Macarthur Family Centre | 157,875 |

Youth Drug Court

| | |
|---|---------|
| Marist Youth Care Ltd | |
| Youth Drug Court – Accommodation | 62,273 |
| The Bridge Youth Service Inc | |
| Youth Drug Court – Bridge Accommodation Service | 64,300 |
| The Salvation Army (NSW) Property Trust | |
| Youth Drug & Alcohol Court Case Management & Brokerage Service – Greater Western Sydney | 554,353 |
| Trustees of the Christian Brothers | |
| Youth Drug Court – Bidwill Accommodation Service | 45,172 |
| Waverley Action for Youth Services | |
| Youth Drug & Alcohol Court Case Management & Brokerage – Eastern Area | 298,942 |

Area Assistance Scheme

| | |
|---|---------|
| Aberdeen Community Caring Inc | |
| Uniting Our Community | 51,000 |
| Accessible Arts | |
| Accessible Arts Sustainability Model for Western Sydney | 101,902 |
| Anglicare | |
| Male Anger Management and Capacity Building | 81,928 |
| Anglicare (Welfare Services) Illawarra Region | |
| Together In The Highlands | 44,924 |
| Anglicare North Coast | |
| Kafe Karibuni (You're All Welcome) | 20,000 |
| Arwon Elders Aboriginal Corporation | |
| Arwon Elders Arts Crafts | 9,906 |
| Asian Women at Work Inc | |
| Asian Women Workers Self Support Groups | 101,819 |



| | |
|--|---------|
| Auburn Youth Centre Inc | |
| Youth Literacy and Transition to Work Program | 80,577 |
| Australian Arabic Palestinian Support Association | |
| Strengthening Communities | 97,508 |
| Ballina Shire Council | |
| Wardell Community Access Space | 30,000 |
| Bankstown Women's Refuge and Resource Centre | |
| Koori Outreach Community Development Worker | 56,032 |
| Baptist Community Services | |
| Darcy House | 60,035 |
| Barnardos Australia | |
| The Shed – Youth Support Project | 79,750 |
| Baulkham Hills Holroyd Parramatta Migrant Resource Centre | |
| Capacity Building Project for Horn of Africa Communities | 89,503 |
| Bellingen Neighbourhood Centre Inc | |
| Bellingen Shire No Interest Loans Scheme | 28,400 |
| Bellingen Shire Council | |
| Bellingen Shire Banners | 3,448 |
| Bellingen Shire Support Network Inc | |
| Bellingen Shire Toy Library | 15,500 |
| Blacktown Migrant Resource Centre | |
| Living Skills | 48,370 |
| Blue Mountains Aboriginal Culture and Resource Centre | |
| Coordinator | 100,000 |
| Blue Mountains Food Service | |
| Vocational Trainer Mental Health | 45,500 |
| Broke Public Hall Trust | |
| Go for Broke | 33,000 |
| Bulgarr Ngaru Aboriginal Medical Service | |
| Aboriginal Youth Action Research Project | 43,000 |
| Byron Shire Council – CARE Inclusion Support Team | |
| Affordable Housing Implementation | 41,189 |
| Cassia Community Centre/Holroyd Community Development Association Inc | |
| Community Garden Project Co-ordinator | 25,591 |
| Central Coast Community Council | |
| Central Coast Leadership Development | 63,542 |
| Cessnock District Learning Centre inc | |
| Hunter Try A Trade Project | 76,400 |
| Chester Hill Neighbourhood Centre | |
| Training Day programs for disabled and carers volunteers | 81,410 |
| Clarence Valley Arts Inc | |
| The Clarence Valley Youth Magazine | 28,975 |
| Clarence Valley Councils | |
| Clarence Valley Housing Worker | 62,539 |
| Claymore Neighbourhood and Youth Centre Inc. | |
| Flying Pig Adventures | 15,451 |
| Coffs Harbour Employment Support Service Inc | |
| The CHESS Farm Project | 21,000 |
| Comboyne Community Association | |
| Comboyne Community Renewal Program | 42,168 |
| Community Access Care Pair Inc | |
| Mobile Access Children's Activity Service | 66,088 |
| Community Links Wollondilly Inc | |
| Camden Family Support Project | 70,000 |
| Community Links Wollondilly Inc. | |
| Wollondilly Living skills project | 56,594 |
| Community Links Wollondilly Incorporated | |
| Dads Know How | 74,008 |
| Community Links Wollondilly Incorporated. | |
| Aboriginal Access | 74,167 |
| Community Restorative Centre | |
| Connect: Supporting Families of Prisoners | 58,450 |



Area Assistance Scheme (cont.)

| | \$ | | |
|---|---------|--|--------|
| Community Restorative Centre | | Illawarra Aboriginal Corporation | |
| Central Coast CONNECT for Families | 62,700 | Keeping it Alive | 77,748 |
| Cringila Community Cooperative | | Illawarra Community FM Broadcasters Ltd – VOX FM | |
| Taking Pride In Me and Where I Live | 64,917 | The Grapevine | 7,000 |
| Cumberland Women's Health Centre Inc | | Illawarra Ethnic Communities Council Inc. | |
| Parramatta Holroyd Safety Project | 63,972 | Expressive Arts Project for the 5-8s | 17,965 |
| DAISI – Disability and Aged Information Service Inc | | Illawarra Koori Mens Support Group | |
| Companion Housing Demonstration Project | 40,167 | Illawarra Koori Mens Support Group Coordinator | 61,232 |
| Deaf Society of NSW | | Illawarra Multicultural Services | |
| Parent to Parent Mentoring | 32,690 | Pacific Islander Community, Family and Youth Development | 44,016 |
| Disability Enterprises | | Illawarra Women's Health Centre | |
| Blue Print Family Centre | 88,153 | Illawarra Muslim Women Unveiling the Myths Project | 46,749 |
| DVARS INC | | Jerrinja Aboriginal Land Council | |
| Seed Circus | 70,826 | Jerrinja Schoolhouse Project | 34,832 |
| Eastlake Youth Centre Inc | | Joan Harrison Support Services for Women Inc | |
| Swansea Step Up Program | 20,781 | Women's Voices Against Violence | 7,153 |
| Eastlakes Family Support Service Inc | | Kempsey Neighbourhood Centre Inc | |
| Getting on Track | 18,569 | The Rocks Information and Community Centre | 39,298 |
| Edgeworth Memorial Neighbourhood Centre Inc. | | Kempsey Shire Council | |
| hiphop skills | 42,000 | Greenhills Community Centre Coordinator | 51,365 |
| Eureka Hall Committee | | Kyogle Youth Action Inc. | |
| Centenary Fence | 3,000 | Friday Night Accessible Youth Activities | 15,422 |
| Fairfield Community Resource Centre | | Lake Macquarie City Council | |
| Kidz Biz | 31,843 | Westlakes Aboriginal Elders Respite | 36,000 |
| Forster Neighbourhood Centre Inc | | Lismore Neighbourhood Centre Inc. | |
| Forster Tuncurry Community Garden | 45,500 | N/Rivers No Interest Loans Scheme | 1,250 |
| Friends of STARTTS Inc | | Liverpool City Council | |
| Refugee Volunteer and Capacity Building | 72,636 | Made on the Kitchen Table | 82,025 |
| Gloucester Home Maintenance Project | | Liverpool Women's Health Centre | |
| Gloucester Community Workshop Shed | 62,000 | Young women and safety in relationships | 65,392 |
| Gloucester Shire Council | | Liverpool – Green Valley Community Radio Cooperative Limited | |
| Waukivory Community Hall | 24,400 | Digital Audio Storage and replay for 2GLF | 15,675 |
| Gosford City Council | | Macarthur Community Forum | |
| Public and Commercial Spaces for Young People | 70,000 | Muru Nanga Mai Family Healing Program | 78,683 |
| Gosford City Family Support Service Inc | | Maitland City Council | |
| Grandparents as Primary Carers Support (Pilot) | 36,103 | All Star Circus | 31,700 |
| GREAT Community Transport Inc. | | Maitland City Council | |
| Passenger Choices Project | 94,058 | BeroTarroWood | 79,943 |
| Greenacre Area Neighbourhood Centre Inc | | Maitland Youth Crisis Services Incorporated | |
| Transition – Development Project | 100,000 | Family Reconciliation and Mediation Project | 70,000 |
| Hands on Youth Events | | Mallanganee Memorial Hall Committee | |
| Handstand | 39,350 | Mallanganee Hall Upgrade | 12,000 |
| Hawkesbury Aboriginal Community Association | | Manning Support Services Inc. | |
| Merana Hawkesbury Aboriginal Community Project | 105,760 | NILS Scheme Set Up Manning Valley | 30,500 |
| Hawkesbury Area Women's and Kids Services Collective | | Many Rivers Administrative and Legal Services | |
| Young Women's Healthy Relationships Capacity Building | 51,545 | Clarence Valley Aboriginal Newsletter | 38,303 |
| Healthy Cities Illawarra | | Mens Resource Centre | |
| Food For Thought | 46,210 | Men and Family Centre | 88,410 |
| Healthy Cities Illawarra | | Mid Richmond Neighbourhood Centre Inc | |
| Three in One – Mature Means Project | 28,400 | Mid Richmond Outreach Youth Service | 70,000 |
| Hewitt House Neighbourhood Centre | | Mingaletta Aboriginal and Torres Strait Islander Community Coop | |
| Community Outreach Worker | 46,563 | Indigenous Community Development Worker (Pilot) | 81,000 |
| Hewitt House Neighbourhood Centre Inc | | Mountains Community Resource Centre Inc | |
| New and Emerging Communities Outreach worker | 54,741 | BM Mental Health Community | 75,303 |
| Holroyd City Council | | Mullumbimby Neighbourhood Centre | |
| Speaking Up | 39,832 | Byron Shire Domestic Violence Outreach | 70,000 |
| Hunter Council of Social Services | | Murrurundi District Arts Council Association Inc | |
| Capacity Building Through Partnerships | 110,000 | Railway Restoration | 22,200 |
| Hunter Home – Start Inc. | | Muswellbrook Shire Council | |
| Hamilton South Parenting Project | 34,000 | Support for Families and Friends of Users | 9,995 |
| | | Nambucca Shire Council | |
| | | Spirit of South Arm Sharing the Caring | 7,000 |

Area Assistance Scheme (cont.)

| | | \$ | | |
|--|--------|----|--|---------|
| Nambucca Valley Neighbourhood Centre Inc | | | Shellharbour Aboriginal Community Youth Association Inc. | |
| Keep On Building On – The Nambucca Community Centre | 33,896 | | SACYA Organisation Development Worker | 45,059 |
| Nepean Migrant Access | | | SIDS and Kids Hunter region | |
| Build Capacity In Rural Diversity | 72,256 | | Replacing Asbestos Roof | 26,000 |
| Nicholii Cottage Neighbourhood Centre Inc | | | Singleton Community Development Organisation | |
| Living Skills for 9 to 12 year olds | 5,558 | | Coordination of Pallcare Volunteers | 60,000 |
| Northcott | | | Society of St Vincent de Paul | |
| Macquarie Fields Paint and Play | 20,680 | | Networking for Change | 34,820 |
| Northern Rivers Social Development Council | | | South Coast Medical Service Aboriginal Corporation | |
| Regional Housing Development Project | 76,366 | | Koori Women Survivors Workshop | 14,674 |
| Norwest Aboriginal Development Association | | | South Coast Womens Health and Welfare Aboriginal Corporation (Waminda) | |
| An Indigenous Learning Community | 75,782 | | Young Aboriginal Girls/Women at risk – Pilot | 27,300 |
| Older Women's Network New South Wales Inc | | | South Penrith Youth and Neighbourhood Services Inc. | |
| OWN Wellness Centre | 14,893 | | Working with Young People in Schools Project | 50,687 |
| Open Family Australia Inc | | | South Penrith Youth and Neighbourhood Services Inc. | |
| Liverpool Streetwork Project | 62,600 | | Diverse Sexualities Access | 64,333 |
| Parramatta City Council | | | South West Sydney Legal Centre | |
| Employment Pathways for Young Africans | 6,380 | | Youth Connect | 49,159 |
| Parramatta City Council (Granville Youth and Community Recreation Centre) | | | Southern Shoalhaven Youth Services Inc | |
| Inside Trades – Hear about jobs from people doing the jobs | 4,300 | | Ulladulla Early Intervention Youth Worker | 70,000 |
| Parramatta Mission | | | Southern Youth and Family Services | |
| Single Women's Project | 42,777 | | Young Men's Group | 40,000 |
| Parramatta Police and Community Youth Club | | | Springwood Neighbourhood Centre | |
| Hot Shots Photography Program | 8,520 | | Dads In Distress and Older Men New ideas | 27,015 |
| Penrith Disabilities Resource Centre Inc. | | | Springwood Neighbourhood Centre Coop Ltd. | |
| Strengthening Community Links for People with Disabilities in the Nepean Area | 77,598 | | Kin Do Care (Regional Kinship Carers Project) | 101,715 |
| Port Kembla Community Project | | | St Matthias Denman Anglican Parish | |
| MENTOR (Men together our responsibility) | 41,806 | | St. Martins Pier Replacement | 21,294 |
| Port Macquarie Neighbourhood Centre Inc | | | Taree Police and Community Youth Club | |
| Promoting Self-Help to Women | 31,126 | | Links 4 Young People | 37,250 |
| Port Stephens Council | | | Telopea Family Resources | |
| Kids Who Read Succeed | 38,186 | | Telopea No Interest Loan Scheme | 14,300 |
| Purfleet Taree Local Aboriginal Land Council | | | The Association of Bhanin El-Minie – Australian Arabic Community Welfare Centre | |
| Program Supervisor for Aboriginal people considered at risk | 48,652 | | Group Support Worker | 16,412 |
| Rainbow Children's Centre Inc | | | The Benevolent Society | |
| Ballina Early Childhood Intervention Speech and Language Support | 33,691 | | Mens Access Project | 76,524 |
| Raymond Terrace Residents Group Inc | | | The Benevolent Society | |
| Creating the Spirit | 49,261 | | Supporting Communities Through Capacity Building | 87,000 |
| Refused Reused Community Recycling Centre | | | The Benevolent Society | |
| Shed, Workshop and Toilet Facilities | 30,000 | | Hunter Men Accessing Resources and Services (MARS) | 84,946 |
| Regional Youth Support Services Inc | | | The Benevolent Society Ltd | |
| CALD Youth Development | 21,811 | | Community Engagement and Action Worker | 59,751 |
| Relationships Australia (NSW) | | | The Deaf Society of NSW | |
| The RAP Around Parent Teen Program | 42,415 | | Unity in Diversity | 44,944 |
| Richmond Valley Council | | | The Disability Trust – Recreation Illawarra | |
| Giving Youth a Voice | 5,000 | | Include Me | 61,161 |
| Riverstone Aboriginal Community Association | | | The Hills Community Aid and Information Service Inc | |
| Riverstone Cultural Awareness | 79,054 | | Managing Change – A New Direction for Rural Northwest | 72,660 |
| Samaritans Foundation | | | Rouse Hill Community Development | 62,735 |
| 10,000 Great Strides to Community Health | 30,839 | | The Parks Community Network | |
| Samaritans Youth Services Inc. | | | Entertainment Events for Young People | 70,327 |
| Maitland and District Mentoring Assistance Project (MADMAP) | 70,576 | | The Uniting Church in Australia Property Trust (NSW) – Wesley Dalmar Quakers Hill Family Centre | |
| San Remo Neighbourhood Centre Inc. | | | Inside Out: Breaking Chains, Forging New Links | 80,424 |
| Mobile Sports Activity Van | 43,314 | | Riverstone Young Peoples Community Arts & Vocational Project | 78,725 |
| Scone Neighbourhood Resource Centre Inc | | | The Upper Hunter Children's Mobile Outreach Service Inc | |
| Experience Reality Parenthood | 8,003 | | Toybox Holiday Activities | 10,000 |
| Scone Senior Citizens Club Inc. | | | Toukley Neighbourhood Centre | |
| Improvements for Scone Senior Citizens Centre | 8,000 | | Independent Learning Centre | 47,608 |
| | | | Towns With Heart Inc. | |
| | | | Community Wall | 37,700 |

Area Assistance Scheme (cont.)

| | |
|---|--------|
| | \$ |
| Tweed Valley Early Childhood Intervention Service Inc | |
| SO (Shaping Outcomes) Parent Project | 20,452 |
| Ulladulla and Districts Community Resources Centre | |
| Men and Relationships Program | 75,743 |
| Uncle, Byron Bay | |
| Uncle Camping Equipment | 5,459 |
| Uniting Church In Australia Property Trust (NSW) | |
| Berry Men's Shed | 15,890 |
| UnitingCare Burnside | |
| Northern Wyong Shire Community Building Project | 70,000 |
| Upper Blue Mountains Child Protection Service | |
| Gunedoo | 52,413 |
| Upper Hunter Community Services | |
| Fellas in the Family: local bloke project | 35,000 |
| Race around the Hunter | 11,600 |
| Upper Hunter Shire Council | |
| Merriwa Showground Shelter and Servery | 14,954 |
| Upper Hunter Youth Services | |
| McCullys Gap Youth Connections | 6,500 |
| Vietnamese Community in Australia – NSW Chapter Inc. | |
| Coordination and Development of Services for Vietnamese Youth | 68,024 |
| Wargon & Burra Aboriginal Corporation | |
| Young Leaders | 82,153 |
| Wentworth Area Community Housing | |
| Housing options for disadvantaged people in the Hawkesbury | 54,893 |
| Werrington Community Project Inc. | |
| Connecting Communities – Central Penrith | 83,134 |
| Western Sydney Housing Information & Resource Network Inc. | |
| Housing Resource Worker | 82,692 |
| Westworks Inc | |
| Leadership and Mentoring Program | 63,421 |
| Windsor District Baptist Church Food Barn Incorporated | |
| Food Barn Extension | 5,566 |
| Wollondilly Shire Council | |
| The Dilly Wanderer | 70,000 |
| Wollondilly Shire Council | |
| Wollondilly Aboriginal Development Officer | 65,272 |
| Women's Activities and Self Help House | |
| Emerton Community Project | 40,669 |
| Woodville Community Services | |
| Koori Youth Dance Project | 54,509 |
| Revisiting Access | 2,760 |
| Wyong Shire Council | |
| Aboriginal Youth Outreach Pilot | 77,420 |
| YWCA NSW | |
| Wingecarribee Family Violence Prevention Project | 70,000 |
| YWCA of Sydney | |
| Y...ise up After school activity program | 43,726 |

Better Futures Program

BETTER FUTURES

| | |
|--|--------|
| | \$ |
| Better Futures Greenway Inc | |
| Francis Greenway – SPACE project | 24,943 |
| Centacare | |
| 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 |

| | |
|--|---------|
| Central Coast Emergency | |
| Youth Outreach Work (enhancement) | 68,000 |
| Coomaditchie United Aboriginal Corporation | |
| Community Garden Project (enhancement) | 42,000 |
| Cringila Community Cooperative | |
| Cringila Crime Prevention Through Arts & Crafts | 24,000 |
| Department of Education & Training | |
| 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 |
| Dubbo City Council | |
| Better Futures Project Officer | 150,000 |
| Dungog Information & Neighbourhood Service | |
| Dungog High – SPACE Project | 6,899 |
| Eastlakes Youth Centre Inc | |
| Eastlakes SPACE Project | 34,126 |
| Edgeworth Memorial Neighbourhood Centre Inc | |
| North Lakes SPACE Project | 10,614 |
| Illawarra Community Services Inc | |
| Dapto/Koonawarra Youth Connect | 206,600 |
| Dapto/Koonawarra Youth Connect | 218,650 |
| Mallee Family Care Inc | |
| Youth Action Project | 38,000 |
| North Richmond Community Centre Inc | |
| Pathways Hawkesbury | 11,000 |
| Regional Youth Support Services Inc | |
| Live, Love, Laugh & Be Happy | 9,500 |
| Samaritans Youth Services | |
| Callaghan SPACE Project | 20,144 |
| Maitland SPACE Project | 17,045 |
| Samaritans Creative Futures | 212,282 |
| Shellharbour City Council | |
| After Hours Youth Workers (enhancement) | 70,000 |
| Shire Wide Youth Service Inc | |
| Menai Youth Action Project | 212,282 |
| Singleton Council | |
| Singleton Youth Centre – SPACE | 6,899 |
| South Sydney Youth Services | |
| La Perouse Supported Activities Program | 67,000 |
| Southlake Community Services Inc | |
| Southlake Youth Centre – SPACE Project | 6,899 |
| SPYNS Inc | |
| Keeping Aboriginal Young People At School | 84,913 |
| Pathways Penrith | 11,000 |
| Sugarvalley Neighbourhood Advancement Group | |
| West Wallsend SPACE Project | 6,715 |
| The Shack Youth Services Inc | |
| South Maroubra Outreach Project | 87,000 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Newcastle SPACE Project | 30,990 |
| Upper Hunter Shire Council | |
| Upper Hunter Shire SPACE Project | 4,512 |
| Upper Hunter Youth Services Inc | |
| Muswellbrook SPACE Project | 6,899 |
| Waverley Council | |
| Better Futures Supporting Young Peoples Connection to Activities Project | 92,970 |
| Wesley Mission | |
| Pacific Island Community Development Project (enhancement) | 220,000 |
| Woodrising Neighbourhood Centre Inc | |
| Toronto SPACE Project | 6,715 |

Better Futures Program (cont.)

| | |
|--|---------|
| Wyong Shire Council | |
| Lake Haven Youth Place Coordinator (enhancement) | 75,000 |
| Break Thru Employment Solutions | |
| Fun Fitness and Food Program | 5,586 |
| Cental Coast ARAFM | |
| Youth Partnerships Program | 3,505 |
| Central Illawarra Youth Services Inc | |
| Youth Services Conference 2006 | 2,000 |
| Policy and Community Youth Clubs | |
| Young Drivers Project | 345,000 |
| Laws of the Land project | 100,000 |
| Regional Youth Support Services Inc | |
| Youth Arts Warehouse | 13,636 |

Youth Week

Local Councils

| | |
|---------------------------------|-------|
| Albury City Council | 1,741 |
| Armidale Dumaresq Council | 1,375 |
| Ashfield Council | 1,375 |
| Auburn Council | 1,650 |
| Ballina Shire Council | 1,375 |
| Balranald Shire Council | 1,100 |
| Bankstown City Council | 2,750 |
| Bathurst Regional Council | 1,925 |
| Baulkham Hills Shire Council | 2,750 |
| Bega Valley Shire Council | 1,100 |
| Bellingen Shire Council | 1,100 |
| Berrigan Shire Council | 1,100 |
| Blacktown City Council | 2,750 |
| Bland Shire Council | 1,100 |
| Blayney Shire Council | 1,100 |
| Blue Mountains City Council | 1,650 |
| Bogan Shire Council | 1,100 |
| Bombala Council | 1,100 |
| Boorowa Council | 1,100 |
| Botany Bay City Council | 1,375 |
| Bourke Shire Council | 1,100 |
| Brewarrina Shire Council | 1,100 |
| Broken Hill City Council | 1,100 |
| Burwood Council | 1,375 |
| Byron Shire Council | 1,100 |
| Cabonne Shire Council | 1,100 |
| Camden Council | 1,375 |
| Campbelltown City Council | 2,750 |
| City of Canada Bay Council | 1,375 |
| City of Sydney Council | 4,125 |
| Canterbury City Council | 2,200 |
| Carrathool Shire Council | 1,100 |
| Central Darling Shire Council | 1,100 |
| Cessnock City Council | 1,375 |
| Clarence Valley Council | 4,400 |
| Cobar Shire Council | 1,100 |
| Coffs Harbour City Council | 1,650 |
| Conargo Shire Council | 1,100 |
| Coolamon Shire Council | 1,100 |
| Cooma-Monaro Shire Council | 1,320 |
| Coonamble Shire Council | 1,100 |
| Cootamundra Shire Council | 1,100 |
| Corowa Shire Council | 1,466 |
| Cowra Shire Council | 1,100 |
| Deniliquin Council | 1,100 |
| Dubbo City Council | 1,375 |
| Dungog Shire Council | 1,100 |
| Eurobodalla Shire Council | 1,100 |
| Fairfield City Council | 2,750 |
| Forbes Shire Council | 1,100 |
| Gilgandra Shire Council | 1,100 |
| Glen Innes Severn Shire Council | 1,100 |
| Gloucester Shire Council | 1,100 |
| Gosford City Council | 2,750 |
| Goulburn Mulwaree Council | 1,466 |
| Great Lakes Council | 1,100 |
| Greater Hume Shire Council | 2,566 |



| | |
|---------------------------------|-------|
| Greater Taree City Council | 1,375 |
| Griffith City Council | 1,100 |
| Gundagai Shire Council | 1,100 |
| Gunnedah Shire Council | 1,100 |
| Guyra Shire Council | 1,100 |
| Gwydir Shire Council | 2,750 |
| Harden Shire Council | 1,100 |
| Hawkesbury City Council | 1,650 |
| Hay Shire Council | 1,100 |
| Holroyd City Council | 2,063 |
| Hornsby Shire Council | 2,750 |
| Hunters Hill Council | 1,100 |
| Hurstville City Council | 1,650 |
| Inverell Shire Council | 1,100 |
| Jerilderie Shire Council | 1,100 |
| Junee Shire Council | 1,100 |
| Kempsey Shire Council | 1,100 |
| Kiama Municipal Council | 1,100 |
| Kogarah Municipal Council | 1,375 |
| Ku-ring-gai Council | 2,200 |
| Kyogle Council | 1,100 |
| Lachlan Shire Council | 1,100 |
| Lake Macquarie City Council | 2,750 |
| Lane Cove Municipal Council | 1,375 |
| Leeton Shire Council | 1,100 |
| Leichhardt Municipal Council | 1,375 |
| Lismore City Council | 1,375 |
| Lithgow City Council | 1,650 |
| Liverpool City Council | 2,750 |
| Liverpool Plains Shire Council | 2,200 |
| Lockhart Shire Council | 1,100 |
| Maitland City Council | 1,650 |
| Manly Council | 1,375 |
| Marrickville Council | 1,650 |
| Mid-Western Regional Council | 2,750 |
| Moree Plains Shire Council | 1,100 |
| Mosman Municipal Council | 1,100 |
| Murray Shire Council | 1,100 |
| Murrumbidgee Shire Council | 1,100 |
| Muswellbrook Shire Council | 1,100 |
| Nambucca Shire Council | 1,100 |
| Narrabri Shire Council | 1,100 |
| Narrandera Shire Council | 1,100 |
| Narromine Shire Council | 1,100 |
| Newcastle City Council | 2,750 |
| North Sydney Council | 1,375 |
| Oberon Council | 1,100 |
| Orange City Council | 1,375 |
| Palerang Council | 2,053 |
| Parkes Shire Council | 1,100 |
| Parramatta City Council | 2,750 |
| Penrith City Council | 2,750 |
| Pittwater Council | 1,375 |
| Port Macquarie-Hastings Council | 1,375 |
| Port Stephens Council | 1,375 |
| Queanbeyan City Council | 1,595 |
| 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.)

\$

| | |
|-----------------------------|-------|
| Walcha Council | 1,100 |
| Walgett Shire Council | 1,100 |
| Warren Shire Council | 1,100 |
| Warringham 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

\$

| | |
|---|-----------|
| Barnardos Australia | |
| Cooma Early Intervention Program | 116,251 |
| Bega Valley Shire Council | |
| Bega Early Intervention Project | 219,921 |
| CareSouth | |
| Illawarra Early Intervention Program | 2,288,325 |
| Casino Neighbourhood Centre Inc | |
| Early Intervention Program Negotiation Assistance – Casino | 10,000 |
| Focus on Families Service | 598,077 |
| Centacare | |
| Positive Intervention Partnership – Taree | 442,016 |
| Dubbo Neighbourhood Centre Incorporated | |
| Dubbo Community Development Project | 20,000 |
| Family Services Illawarra Incorporated | |
| Early Intervention – SUPPS | 50,000 |
| Hunter Homestart Inc | |
| Volunteer Home Visiting Service | 12,966 |
| Kooloora & Soldiers Settlement Community Centre Inc | |
| Kooloora Family Support Service | 45,000 |
| Lismore Neighbourhood Centre Inc | |
| Early Intervention Program Negotiation Assistance – Lismore | 10,000 |
| Maitland City Council | |
| Woodberry Family Centre | 427,918 |
| Mid Richmond Neighbourhood Centre Inc (Lead Agency for Consortium of Neighbourhood Centres – CONC) | |
| Regional Family Development Program | 1,675,370 |
| Mission Australia | |
| 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 |
| Muloobinba Aboriginal Corporation | |
| Aboriginal In-Home Family Support Project | 71,115 |
| Nowra Family Support Service Inc | |
| Shoalhaven Drug & Alcohol in Pregnancy & Parenting Service | 40,000 |
| Samaritans Youth Services | |
| Newcastle Lake Macquarie Early Intervention | 1,501,077 |
| Wandiyali ATSI Viability Project | 204,597 |
| Save The Children Fund Australia | |
| 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 |
|-------------------------|---------|

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 |
|--|--------|

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 |
|--|---------|

Children's Services Program

\$

EARLY CHILDHOOD

Peak, Coordination & Resource Project

Australian Early Childhood Association Inc

| | |
|------------------------|--------|
| Early Childhood Policy | 27,174 |
|------------------------|--------|

Community Child Care Cooperative Ltd

| | |
|-----------------------|---------|
| Core Operations – CCC | 204,762 |
|-----------------------|---------|

Ethnic Child Care Family & Community Services Coop

| | |
|----------------------------------|---------|
| Children's Services CALD Project | 159,211 |
|----------------------------------|---------|

Kidsafe NSW

| | |
|--------------------------|--------|
| Playground Advisory Unit | 23,135 |
|--------------------------|--------|

KU Children's Services

| | |
|---------------------------|---------|
| Advisers Project – Sydney | 148,735 |
|---------------------------|---------|

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 |
|---------------------------|---------|

Network of Community Activities

| | |
|--|---------|
| Core Program – Network of Community Activities | 158,633 |
|--|---------|

Occasional Child Care Association of NSW Inc

| | |
|-----------------------------------|--------|
| Occasional Child Care Association | 15,000 |
|-----------------------------------|--------|

Pademelon Press Pty Ltd

| | |
|-----------------------------|-------|
| World Forum Networking Fund | 2,264 |
|-----------------------------|-------|

Children's Services Program (cont.)

\$

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.)

\$

| | |
|--|---------|
| Resource & Toy Library Broken Hill & Far Western Region Inc | |
| Resource & Toy Library – Broken Hill | 95,410 |
| SDN Children's Services Inc | |
| FOCUS Support Service Resource Centre | 30,407 |
| SDN Parent Resource Program – Poet's Corner Outreach | 81,024 |
| Share Care Inc | |
| Share Care Playgroup | 13,280 |
| Shine for Kids Coop Ltd | |
| Winangaay Centre | 15,893 |
| St Vincent de Paul Society | |
| Mingaletta Family Centre | 22,768 |
| Sunny Corner Toy Library Inc | |
| Sunny Corner Toy Library | 22,936 |
| Tamworth Toy Library Inc | |
| Tamworth Toy Library | 10,469 |
| The Infants Home Ashfield | |
| Specialist Intervention Services | 143,322 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Bidwill NEWPIN | 90,397 |
| Hinchinbrook Child and Family Service | 129,043 |
| The Hills Family Centre Children's Worker | 20,109 |
| Upper Hunter Children's Mobile Outreach Service Inc | |
| Upper Hunter Children's Mobile Outreach Service | 161,190 |
| Wee Waa & District H.A.C.C. Association Inc | |
| Wee Waa & District Toy Library | 48,573 |
| Woodbine Neighbourhood Centre Inc | |
| Macarthur Care Pair | 82,920 |
| Yarran Early Intervention Inc | |
| Central Coast Toy Library for Children with Special Needs | 25,231 |
| Young Preschool Kindergarten Inc | |
| Young Mobile Play Activities | 39,173 |

PRESCHOOLS & DAY CARE CENTRES

Childcare – Capital & Equipment

| | |
|---|---------|
| Kempsey Children's Services Cooperative Ltd | |
| South Kempsey Preschool Capital Development | 530,000 |
| Walgett Preschool and Long Day Care Centre Inc | |
| Coolibah Kids – Capital | 400,000 |

Commonwealth Grants

| | |
|--|--------|
| The Grace Child Care Centre Inc | |
| The Grace Child Care Centre | 42,356 |

Long Day Care Subsidies

| | |
|--|--------|
| Abbotsford Long Day Care Centre Inc | |
| Abbotsford Long Day Care Centre | 34,128 |
| Abercrombie Street Child Care Ltd | |
| Boundary Lane Children's Centre | 45,019 |
| Adamstown Child Care Centre | |
| Adamstown Child Care Centre | 34,926 |
| Amigoss Cooperative Ltd | |
| Amigoss Child Care Centre | 21,382 |
| Amy Hurd Child Care Centre Inc | |
| Amy Hurd Child Care Centre | 33,970 |
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| St Saviour's Long Day Care | 14,201 |
| Annette's Place Inc | |
| Annette's Place Long Day Care – MPC | 19,759 |
| Ashmont Preschool Inc | |
| Ashmont Preschool | 36,409 |
| Auburn Council | |
| Auburn Long Day Care Centre | 33,862 |

| | |
|---|--------|
| Australian Turkish & Kurdish Community Services Cooperative Ltd | |
| Ana Kindergarten | 28,416 |
| Awabakal Newcastle Aboriginal Cooperative Ltd | |
| Awabakal Long Day Care Centre | 33,516 |
| Bain Park Community Preschool Inc | |
| Bain Park Community Preschool | 29,714 |
| Balmain Children's Centre Ltd | |
| Balmain Children's Centre | 40,520 |
| Balranald Early Learning Centre Incorporated | |
| Balranald Early Learning Centre | 27,635 |
| Bangalow Community Children's Centre Inc | |
| Bangalow Community Preschool | 54,466 |
| Baptist Community Services – NSW & ACT | |
| Northmead Baptist Child Care Centre – Long Day Care | 30,988 |
| Barnardos Australia | |
| Long Day Care Program | 27,614 |
| Bathurst Regional Council | |
| Bathurst Long Day Care Centre | 43,367 |
| Batlow Apple Tree Learning Centre Cooperative Ltd | |
| Batlow Preschool Long Day Care Centre | 28,630 |
| Baulkham Hills Shire Council | |
| 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 |
| Bega Valley Shire Council | |
| Bandara Children's Services – LDC RMPC | 17,589 |
| Eden Child Care Centre | 32,170 |
| Beresfield Community Children's Education Centre | |
| Beresfield Community Children's Education Centre | 42,928 |
| Berrigan Children's Centre Association Inc | |
| Berrigan Children's Centre | 25,883 |
| Betty Spears Child Care Centre Ltd | |
| Betty Spears Child Care Centre | 66,723 |
| Birrlee Longday Care Centre Inc | |
| Birrlee Longday Care Centre | 39,521 |
| Birrelee Multi-Functional Aboriginal Children's Service Aboriginal Corporation | |
| Birrelee MACS Preschool & Long Day Child Care Service | 32,777 |
| Blacktown Anglican Child Care Centre Inc | |
| Blacktown Anglican Child Care Centre | 36,120 |
| Blacktown City Council | |
| 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 |
| Blinky Bill Portland Child Care Centre Inc | |
| Blinky Bill Long Day Care – MPC | 18,710 |

Children's Services Program (cont.)

\$

| | | | |
|---|--------|--------|--|
| Bolton Point Child Care Centre Inc | | | |
| Bolton Point Child Care Centre | 35,477 | | |
| Bourke & District Multi-Purpose Child Care | | | |
| Bourke Child Care Centre | 22,810 | | |
| Bradfield Park Preschool & Child Care Centre Inc | | | |
| Bradfield Park Preschool & Child Care Centre | 34,081 | | |
| Brewarrina Child Care Centre Association Inc | | | |
| Brewarrina Child Care Centre | 9,289 | | |
| Bunya Child Care Centre | | | |
| Bunya Child Care Centre | 33,422 | | |
| Burwood Neighbourhood Child Care Cooperative Ltd | | | |
| Elm St Early Learning Centre | 31,197 | | |
| Byron Shire Council | | | |
| Sand Hills Early Childhood Centre | 52,745 | | |
| Campbell Street Children's Centre | | | |
| Campbell Street Childcare & Education Centre | 44,609 | | |
| Campbelltown City Council | | | |
| Amarina Child Care Centre | 36,674 | | |
| Amber Cottage Child Care Centre | 36,397 | | |
| Eagles Nest Child Care Centre | 29,798 | | |
| Kabbarli Early Learning Centre | 33,425 | | |
| Minto Child Care Centre | 30,901 | | |
| Parklands Child Care Centre | 35,695 | | |
| Waratah Cottage Child Care Centre | 34,088 | | |
| Wombat Willows Child Care Centre | 31,727 | | |
| Camperdown Child Care Centre | | | |
| Camperdown Child Care Centre | 37,656 | | |
| Canterbury Children's Cottage | | | |
| Canterbury Children's Cottage | 27,804 | | |
| Canterbury City Council | | | |
| Earlwood Children's Centre | 29,057 | | |
| Hurlstone Park Children's Centre | 31,406 | | |
| Lakemba Children's Centre | 26,570 | | |
| Urunga Parade Children's Centre | 28,726 | | |
| Cardiff Early Education & Care Centre Inc | | | |
| Cardiff Early Education & Care Centre | 42,108 | | |
| Carinya Neighbourhood Children's Centre Inc | | | |
| Carinya Neighbourhood Children's Centre | 43,178 | | |
| Centacare | | | |
| Centacare Catholic Family Services Long Day Care | 31,314 | | |
| Cessnock Multi Purpose Children's Centre Ltd | | | |
| Cessnock Long Day Care Centre | 83,932 | | |
| Charles Sturt University | | | |
| Mitchell Child Care Centre | 33,435 | | |
| Charlestown Child Care & Early Learning Centre | | | |
| Charlestown Child Care & Early Learning Centre | 32,202 | | |
| Chinese Australian Services Society Coop Ltd | | | |
| Campsie Child Care Centre | 39,102 | | |
| City of Albury Council | | | |
| Banjora Children's Centre | 48,295 | | |
| City of Sydney Council | | | |
| Alexandria Child Care Centre | 36,017 | | |
| Clovelly Child Care Centre | | | |
| Clovelly Child Care Centre | 38,511 | | |
| Communicare Sydney | | | |
| Ardill Family Centre | 30,925 | | |
| Ardill House Children's Centre | 33,726 | | |
| Kurralee Children's Centre | 47,369 | | |
| Roslyn Hall Children's Centre | 34,758 | | |
| Turrella Children's Centre | 41,223 | | |
| Concord Family & Child Care Coop Ltd | | | |
| Concord Children's Centre | 22,629 | | |
| Coolamon Cottage Childcare & Preschool Ltd | | | |
| Coolamon Cottage | | 14,313 | |
| Cooloon Children's Centre Inc | | | |
| Cooloon Children's Centre | | 33,168 | |
| Coonamble Children's Services Inc | | | |
| Coonamble Multi-Functional Child Care Centre | | 21,695 | |
| Cowra Early Childhood Services Cooperative Ltd | | | |
| Cowra Children's Mobile Resource Service – Long Day Care | | 4,028 | |
| Cowra Long Day Care (Carinya) | | 43,877 | |
| Cringila Children's House | | | |
| Cringila Children's House | | 25,712 | |
| Cudal Community Preschool Inc | | | |
| Cudal Long Day Care | | 2,345 | |
| Cuddlepie Early Childhood Learning Centre | | | |
| Cuddlepie Early Childhood Learning Centre | | 35,933 | |
| Daisy Day Care Inc | | | |
| Daisy Day Care | | 26,482 | |
| Deniliquin Children's Centre Inc | | | |
| Deniliquin Mobile – Long Day Care | | 5,342 | |
| Department of Health | | | |
| Lucas Street Child Care Centre | | 31,499 | |
| Dubbo City Council | | | |
| Rainbow Cottage Long Day Care | | 37,676 | |
| Eastern Zone Gujaga Aboriginal Corporation | | | |
| Gujaga Multifunctional Aboriginal Children's Service | | 32,236 | |
| Eastlake Community Child Care Inc | | | |
| Belmont Long Day Care Centre | | 40,635 | |
| Edgeworth Child Care Centre Inc | | | |
| Edgeworth Child Care Centre | | 34,676 | |
| Elernmore Vale Early Learning Centre Inc | | | |
| Elernmore Vale Early Learning Centre | | 35,947 | |
| Elizabeth Street Extended Hours Preschool Inc | | | |
| Elizabeth Street Extended Hours Preschool | | 17,881 | |
| Euroka Children's Centre Inc | | | |
| Euroka Children's Centre | | 35,004 | |
| Fairfield City Council | | | |
| Bonnyrigg Early Learning Centre | | 33,066 | |
| Bonnyrigg Heights Early Learning Centre | | 34,119 | |
| Cabramatta Early Learning Centre | | 38,007 | |
| Canley Vale Early Learning Centre | | 26,916 | |
| Janice Crosio Early Learning Centre | | 30,989 | |
| St Johns Park Early Learning Centre | | 30,989 | |
| Tasman Parade Early Learning Centre | | 12,222 | |
| Wakeley Early Learning Centre | | 31,655 | |
| Wetherill Park Early Learning Centre | | 31,797 | |
| Fairfield Nursery School Inc | | | |
| Fairfield Nursery School | | 31,902 | |
| Filipino Community Cooperative Ltd | | | |
| Hiyas Ng Bayan Child Care Centre | | 25,435 | |
| Forbes Child Care Centre Inc | | | |
| Forbes Learning Ladder | | 54,080 | |
| Galloway Children's Centre Ltd | | | |
| Galloway Children's Centre | | 37,927 | |
| Gamumbi Early Childhood Education Centre Inc | | | |
| Gamumbi Early Childhood Education Centre | | 33,316 | |
| Glen Innes Severn Council | | | |
| The Gum Tree Glen Children's Centre | | 34,811 | |
| Glendale Early Education Centre Inc | | | |
| Glendale Early Education Centre | | 34,057 | |
| Glendore Child Care Centre Inc | | | |
| Glendore Child Care Centre | | 24,398 | |
| Glenmark Preschool Kindergarten Inc | | | |
| Glenmark Pre School Kindergarten | | 12,053 | |
| Golden Valley Children's Learning Centre Inc | | | |
| Golden Valley Children's Learning Centre | | 33,325 | |

Children's Services Program (cont.)

\$

| | | | |
|---|--------|--|--------|
| Gosford Baptist Community Day Care Limited | | | |
| Gosford Baptist Community Day Care | 28,775 | | |
| Gosford City Council | | | |
| 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 | | |
| Gosford Community Child Care Association Inc | | | |
| Gosford Community Child Care Centre | 37,479 | | |
| Greek Orthodox Community of NSW Ltd | | | |
| Greek Community Child Care Centre | 46,642 | | |
| Green Hills Child Care Centre Inc | | | |
| Greenhills Child Care Centre | 34,809 | | |
| Grenfell Preschool & Long Day Care Centre Inc | | | |
| Grenfell Long Day Care | 39,190 | | |
| Griffith Child Care Centre | | | |
| Griffith Long Day Care Centre | 63,556 | | |
| Gumnut Cottage Inc | | | |
| Gumnut Cottage – Coffs Harbour | 33,789 | | |
| Gunnedah Family & Children's Service Inc | | | |
| Mary Ranken Child Care Centre | 30,045 | | |
| Guyra Preschool Inc | | | |
| Guyra Preschool & Long Day Care Centre | 27,903 | | |
| Hamilton Child Care Centre Inc | | | |
| Hamilton Child Care Centre | 26,379 | | |
| Hampden Bridge Child Care Centre Inc | | | |
| Hampden Bridge Long Day Care Centre | 38,360 | | |
| Hastings Preschool/Long Day Care Centre Inc | | | |
| Hastings Preschool/Long Day Care Centre | 31,884 | | |
| Hay Plains Child Care Centre Inc | | | |
| Hay Plains Child Care Centre | 21,881 | | |
| Hazelwood Child Care Centre Inc | | | |
| Hazelwood Child Care Centre | 28,978 | | |
| Hillston Billylids Inc | | | |
| Hillston Billylids | 41,345 | | |
| Hobartville Long Day Preschool Inc | | | |
| Hobartville Long Day Preschool | 34,484 | | |
| Hobbit New England Preschool & Child Care Centre Inc | | | |
| Hobbit New England Preschool & Child Care Centre | 27,264 | | |
| Holbrook Children's Centre Inc | | | |
| Holbrook Children's Centre | 43,309 | | |
| Holroyd City Council | | | |
| 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 | | |
| Holsworthy Occasional Childcare Centre Inc | | | |
| Holsworthy Long Day and Occasional Care Centre | 7,553 | | |
| Hornsby/Ku-ring-gai Montessori Society | | | |
| Hornsby/Ku-ring-gai Montessori Preschool | 19,398 | | |
| Hunter Region Working Women's Group Ltd | | | |
| Six Hats Early Childhood Service | 43,930 | | |
| Hurstville City Council | | | |
| Penshurst Long Day Care | 35,043 | | |
| Illawarra Aboriginal Corporation | | | |
| Noogaleek Children's Centre | 31,877 | | |
| Illawarra Area Child Care Ltd | | | |
| 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 |
| Walleroo Child Care Centre | | | 38,468 |
| Illawarra Children's Services Ltd | | | |
| 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 |
| Warrawong Children's House | | | 33,721 |
| Western Suburbs Child Care Centre | | | 46,302 |
| Inner City Care Child Care Centre | | | |
| Inner City Care Child Care Centre | | | 38,825 |
| Inverell District Family Services Inc | | | |
| Catherine Campbell Long Day Care | | | 48,302 |
| Jesmond Early Education Centre Inc | | | |
| Jesmond Early Education Centre | | | 53,055 |
| Joey's Pouch Educational Child Care Centre Inc | | | |
| Joey's Pouch Child Care Centre | | | 30,969 |
| Jumbunna Children's Centre Ltd | | | |
| Jumbunna Children's Centre | | | 27,824 |
| Kanga's House Child Care Centre Inc | | | |
| Kanga's House Child Care Centre | | | 63,710 |
| Katoomba Children's Cottage | | | |
| Katoomba Children's Cottage | | | 40,299 |
| Kellys Place | | | |
| Kellys Place | | | 39,434 |
| Kemblawarra Child & Family Support Centre Inc | | | |
| Kemblawarra Child & Family Centre | | | 18,284 |
| Kempsey Children's Services Cooperative Ltd | | | |
| Kempsey Multi – Purpose Rural Long Day Care | | | 24,703 |
| Kenny Street Long Day Care Centre Inc | | | |
| Kenny Street Long Day Care Centre | | | 5,135 |
| Keymer Child Care Centre Inc | | | |
| Keymer Child Care Centre | | | 48,427 |
| Kindamindi Coop Ltd | | | |
| Kindamindi Neighbourhood Children's Centre | | | 27,889 |
| Kindilan Child Care Centre Inc | | | |
| Kindilan Child Care Centre – Forster/Tuncurry | | | 95,952 |
| Koala Child Care Centre | | | |
| Koala Child Care Centre | | | 45,364 |
| Kogarah Municipal Council | | | |
| Ocean Street Kindergarten | | | 8,985 |
| Kogil Street Preschool Association Inc | | | |
| Kogil Street Preschool | | | 24,653 |
| Kookaburra Korner Early Education Centre Inc | | | |
| Kookaburra Korner Early Education Centre | | | 39,557 |
| KU Children's Services | | | |
| 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.)

\$

| | |
|---|--------|
| Kubby House Child Care Centre Inc | |
| The Kubby House Child Care Centre | 13,913 |
| Kurri Early Childhood Centre Inc | |
| Kurri Early Childhood Centre | 67,302 |
| Lady Gowrie Child Centre | |
| Lady Gowrie Child Care Centre – Sydney | 70,845 |
| Lane Cove Council | |
| Kindy Cove Long Day Care Centre | 48,936 |
| Lao Community Advancement NSW Coop Ltd | |
| Vattana Neighbourhood Children's Centre | 24,879 |
| Leeton Child Care Centre Inc | |
| Leeton Long Day Care Centre | 32,656 |
| Leichhardt Municipal Council | |
| Annandale Child Care Centre | 24,706 |
| John McMahon Child Care Centre | 12,232 |
| Leichhardt Children's Centre | 34,293 |
| Lismore City Council | |
| Koala Long Day Care Centre | 34,510 |
| Lithgow Rural Multi Purpose Child Care Assoc Inc | |
| Gumnut House Long Day Care – MPC | 33,602 |
| Little Bear Child Care Cottage Inc | |
| Little Bear Child Care Cottage | 27,708 |
| Liverpool City Council | |
| Cecil Hills Children's Centre | 30,671 |
| Hinchinbrook Multi-Purpose Children's Centre | 53,507 |
| Holsworthy Children's Centre | 36,442 |
| Prestons Children's Centre | 33,070 |
| Warwick Farm Children's Centre | 34,429 |
| Wattle Grove Children's Centre | 33,962 |
| Macedonian Orthodox Community Church St. Petka Inc | |
| Macedonian Child Care Centre "Ilinden" | 19,882 |
| Macksville Preschool Childcare Centre Ltd | |
| Macksville Preschool Child Care Centre | 34,847 |
| Macquarie University Union Ltd | |
| Macquarie University Union Child Care Centre (Gumnut Cottage) | 52,261 |
| Maitland Child Care Centre Inc | |
| Shamrock Hill Early Learning & Long Day Care Centre | 37,185 |
| Malabar/Chifley Parents Cooperative Ltd | |
| Blue Gum Cottage Children's Centre | 26,286 |
| Mamma Lena Child Care Centre Inc | |
| Mamma Lena Child Care Centre | 56,209 |
| Manly Council | |
| The Roundhouse Child Care Centre | 31,504 |
| Maronite Sisters of the Holy Family | |
| Maronite Sisters Preschool | 41,804 |
| Maroubra Neighbourhood Children's Centre | |
| Maroubra Neighbourhood Children's Centre | 25,097 |
| Marrickville Council | |
| Addison Road Child Care Centre | 34,387 |
| Cavendish Street Child Care Centre | 22,712 |
| Deborah Little Child Care Centre | 50,508 |
| Enmore Child Care Centre | 33,952 |
| May Murray Child Care Centre | 14,706 |
| Tillman Park Child Care Centre | 40,185 |
| Maryland Care & Early Education Centre Inc | |
| Maryland Care & Early Education Centre | 52,118 |
| McGraths Hill Children's Centre Inc | |
| McGraths Hill Children's Centre | 33,516 |
| Merindah Children's Centre Inc | |
| Merindah Children's Centre | 21,639 |
| Merrydays Kindergarten Society Inc | |
| Merrydays Kindergarten | 31,113 |

| | |
|--|--------|
| Metford Child Care Centre Ltd | |
| Metford Child Care Centre | 38,135 |
| Mid-Western Regional Council | |
| Mudgee Child Care Centre | 36,083 |
| Miller Baptist Church | |
| Huz 'N' Buz Child Care | 9,433 |
| Milperra Community and Children's Services Ltd | |
| Milperra Child Care Centre | 36,502 |
| Moree Plains Shire Council | |
| Gwydir Day Care & Preschool | 39,754 |
| Morisset & District Children's Cooperative Ltd | |
| Morisset & District Children's Centre | 25,462 |
| Mount Druitt Church of Christ Child Care Centre In | |
| Mount Druitt Church of Christ Child Care Centre | 21,496 |
| Mount Hutton Child Care Centre | |
| Mount Hutton Child Care Centre | 31,709 |
| Mount Victoria Public School Multi-Purpose Childre Centre Inc | |
| Possum's Patch Child Care Centre | 59,052 |
| Mountain Community Children's Centre Inc | |
| Mountain Community Children's Centre | 63,211 |
| Multi Purpose Allira Gathering Association Inc | |
| Multi Purpose Allira Gathering | 31,154 |
| Murawina Ltd | |
| Murawina | 54,554 |
| Muswellbrook Child Care Centre Inc | |
| Muswellbrook Child Care Centre | 26,990 |
| Narrandera Preschool Inc | |
| Narrandera Preschool Early Childhood Centre | 31,555 |
| New School of Arts Neighbourhood House Inc | |
| South Grafton Long Day Care Centre | 56,350 |
| Nought to Five Early Childhood Centre Inc | |
| Nought to Five Early Childhood Centre | 27,319 |
| Nurruby Children's Services Inc | |
| Nurruby Childcare Centre & Preschool | 33,727 |
| Orange City Council | |
| Courallie Park Child Care Centre | 31,078 |
| Spring Street Child Care Centre | 63,010 |
| Yarrowong Child Care Centre | 30,221 |
| Padstow Community Care | |
| Padstow Community Child Care Centre | 6,000 |
| Parkes Early Childhood Centre Inc | |
| Parkes Long Day Care – MPC | 27,742 |
| Parramatta City Council | |
| Dundas Child Care Centre | 31,130 |
| Ermington Possum Patch | 32,368 |
| Frances Fisk Child Care Centre | 33,452 |
| Jubilee Park Child Care Centre | 31,560 |
| Northmead Redbank Children's Centre | 35,848 |
| Penrith City Council | |
| Blue Emu Children's Centre | 33,467 |
| Carita Children's Centre | 32,274 |
| Cook Parade Children's Centre | 33,836 |
| Erskine Park Children's Centre | 32,692 |
| Jamisonstown Children's Centre | 36,503 |
| Kindana Children's Centre | 37,440 |
| Koala Corner Children's Centre | 37,203 |
| Platypus Playground Children's Centre | 33,357 |
| Ridge-ee-Didge Children's Centre | 33,101 |
| Stepping Stones Children's Learning Centre | 32,582 |
| Strauss Road Children's Centre | 34,030 |
| Tamara Children's Centre | 33,396 |
| The Emu Plains Kids Place | 32,731 |
| Wattle Glenn Children's Centre | 36,168 |
| Werrianda Children's Centre | 33,457 |
| Werrington County Children's Centre | 34,860 |
| Yoorami Children's Centre | 51,037 |

Children's Services Program (cont.)

\$

| | |
|--|--------|
| Pippies Early Childhood Centre Inc | |
| Pippies Multi Purpose Centre – Long Day Care | 19,468 |
| Pittwater Council | |
| Warriewood Children's Centre | 12,502 |
| Playmates Cottage Child Care Centre Dubbo Inc | |
| Playmates Cottage Child Care Centre | 37,676 |
| Port Stephens Council | |
| Medowie Children's Centre | 65,142 |
| Possum's Corner | |
| Possum's Corner | 34,049 |
| POW Place Community Child Care Centre | |
| POW Place Community Child Care Centre | 33,655 |
| Queanbeyan City Council | |
| South Queanbeyan Children's Centre | 21,506 |
| Rainbow Children's Centre Inc | |
| Rainbow Children's Centre | 30,929 |
| Rainbow Street Child Care Centre Inc | |
| Rainbow Street Child Care Centre | 33,651 |
| Randwick Open Care For Kids Inc | |
| Randwick Open Care For Kids | 34,207 |
| Raymond Terrace Early Education Centre Inc | |
| Raymond Terrace Early Education Centre | 35,967 |
| Richmond Valley Care – Ring Association Inc | |
| Care – Ring Children's Centre | 43,397 |
| Rosebery Child Care Centre | |
| Rosebery Long Day Care | 32,503 |
| Royal Society for the Welfare of Mothers & Babies | |
| Guthrie Child Care Centre | 26,596 |
| Rozelle Child Care Centre Ltd | |
| Rozelle Child Care Centre | 66,572 |
| Salamander Child Care Centre Inc | |
| Salamander Child Care Centre | 50,462 |
| SDN Children's Services Inc | |
| Cumberland Focus Resource Project | 41,829 |
| SDN Hurstville Early Learning Centre | 19,135 |
| SDN Erskineville Early Learning Centre | 32,712 |
| SDN Children's Services – Hamilton Street | 30,314 |
| SDN Lois Barker Child and Family Learning Centre, Waterloo | 38,165 |
| SDN Mosman Early Learning Centre | 32,712 |
| SDN Ngallia Early Learning Centre – Lidcombe | 41,195 |
| SDN Northern Suburbs Early Learning Centre | 49,071 |
| SDN Redfern Child & Family Learning Centre | 43,613 |
| SDN Surry Hills Child and Family Learning Centre | 43,613 |
| SDN Forest Lodge Child & Family Learning Centre | 43,763 |
| SDN Lady McKell Early Learning Centre | 30,416 |
| SDN Linthorpe Street Child & Family Learning Centre | 32,824 |
| SDN Marrickville Early Learning Centre | 35,553 |
| SDN Melanie Alexander Early Learning Centre | 8,207 |
| SDN Paddington Early Learning Centre | 59,973 |
| SDN Pyrmont Early Learning Centre | 35,444 |
| SDN Riverwood Child & Family Learning Centre | 41,032 |
| SDN Woolloomooloo Child & Family Learning Centre | 76,323 |
| Shellharbour City Council | |
| Warilla Child Care Centre | 31,786 |
| Singleton Council | |
| Colleen Gale Children's Centre | 52,031 |
| Smithfield Child Care Centre Inc | |
| Smithfield Child Care Centre | 46,723 |
| Snugglepot Day Care Centre Inc | |
| Snugglepot Day Care Centre | 60,637 |
| South Coast Workers Child Care Ltd | |
| South Coast Workers Child Care Centre | 39,521 |
| St Andrew's Children's Neighbourhood Centre Inc | |
| St Andrew's Children's Neighbourhood Centre | 19,528 |

| | |
|--|--------|
| St Anthony's Family Care | |
| St Anthony's Long Day Care | 22,326 |
| St Mark's Child Care Centre Oakhurst Inc | |
| St Mark's Child Care Centre – Oakhurst | 30,230 |
| St Mary's Child Care Centre Ltd | |
| St Mary's Child Care Centre | 31,593 |
| St Michaels Family Centre Ltd | |
| St Michaels Long Day Care Centre – Baulkham Hills | 19,725 |
| St Paul's Lutheran Kindergarten Inc | |
| St Paul's Lutheran Kindergarten | 19,739 |
| St Thomas Rozelle Child Care Centre | |
| St Thomas Child Care Centre | 28,849 |
| St Vincent de Paul Society | |
| Margaret Druitt Day Care Centre | 38,913 |
| Strathfield One-Stop Child Care Services Inc | |
| Strathfield One Stop Child Care Service – Long Day Care | 60,522 |
| Styles Street Children's Community Long Day Care Centre Inc | |
| Styles Street Children's Community Long Day Care Centre | 44,645 |
| Sutherland Shire Council | |
| Allison Crescent Long Day Care Centre | 38,099 |
| Bradman Road Child Care Centre | 33,107 |
| Caldarra Avenue Child Care Centre | 41,512 |
| Canberra Road Child Care Centre | 41,079 |
| Dianella Street Child Care Centre | 43,753 |
| Fauna Place Child Care Centre | 32,360 |
| Franklin Road Child Care Centre | 41,293 |
| Hobart Place Child Care Centre | 34,213 |
| Moore Street Child Care Centre | 49,947 |
| Soldiers Road Child Care Centre | 34,068 |
| Waratah Street Child Care Centre | 34,219 |
| Tenterfield Child Care Centre Inc | |
| Tenterfield Long Day Care Centre | 30,777 |
| Tharawal Aboriginal Corporation | |
| Tharawal Long Day Care Centre | 37,451 |
| The Benevolent Society | |
| Maurice O'Sullivan Child Care Centre | 56,601 |
| Sir Philip Baxter Child Care Centre | 35,863 |
| Sir Philip Baxter Child Care Centre – Extension | 16,148 |
| The Council of the City of Botany Bay | |
| Hillsdale Child Care Centre | 44,093 |
| Mascot Child Care Centre | 30,314 |
| The Council of the Shire of Hornsby | |
| Asquith Nursery & Preschool | 32,785 |
| Cherrybrook Nursery & Preschool | 36,386 |
| Hornsby Nursery & Preschool | 29,661 |
| Somerville Park Early Childhood Education Centre | 25,222 |
| Westleigh Nursery & Preschool | 34,778 |
| The Fraternal Society of Tripoli & Mena Districts Ltd | |
| Arabic Australian Child Care Centre | 30,671 |
| The Infants Home Ashfield | |
| The Infants Home Child and Family Service – Gorton House | 16,528 |
| The Infants Home Learning and Development Centre – Murray House | 6,224 |
| The Infants Home Learning and Development Centre | |
| Johnson House 0-2's | 19,559 |
| The Infants Home Learning and Development Centre Rigby House | 16,565 |
| The Infants Home Learning and Development Centre | |
| Robinson House | 29,667 |
| The Presbyterian Church (NSW) Property Trust | |
| Campbelltown Presbyterian Community Child Care Centre | 33,936 |
| Presbyterian Child Care Centre of Wollondilly | 33,196 |
| The Salvation Army (NSW) Property Trust | |
| The Salvation Army Child Care Centre – Macquarie Fields | 33,043 |
| The Uniting Church in Aust Property Trust (NSW) | |
| 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.)

\$

| | |
|---|--------|
| Grantham Heights Uniting Church Long Day Care | 38,050 |
| Greystanes Uniting Church Child Care Centre | 40,645 |
| Iluka Childcare Centre | 38,000 |
| Ingleburn Uniting Care Preschool & Child Care Centre | 20,222 |
| Janis Children's Centre | 59,505 |
| Kogarah Uniting Church Long Day Care | 30,435 |
| Noah's Ark Preschool | 34,493 |
| North Bondi Kindergarten – LDC | 12,945 |
| Paddington Children's Centre | 45,695 |
| Revesby Uniting Church Child Care Centre | 32,179 |
| Sarah's Place Long Day Care | 13,217 |
| Springwood Uniting Kids Care | 14,583 |
| Summer Hill Children's Centre | 22,467 |
| Susanna Children's Child Care Centre | 18,385 |
| White Dove Children's Centre | 29,908 |
| Thornton Child Care & Preschool Centre Assoc Inc | |
| Thornton Child Care & Preschool Centre | 33,879 |
| Tibooburra Multi Purpose Centre Inc | |
| Tibooburra Multi Purpose Centre – Long Day Care | 13,537 |
| Toronto Community Child Care Centre Inc | |
| Toronto Community Child Care Centre | 36,633 |
| Tottenham Preschool Kindergarten Assoc Inc | |
| Tottenham Early Childhood Centre | 3,988 |
| Towri Aboriginal Corporation | |
| Towri Multi-Functional Aboriginal Children's Services Centre | 28,129 |
| Toxteth Kindergarten Inc | |
| Toxteth Kindergarten | 16,480 |
| Trundle Children's Centre Inc | |
| Trundle Children's Service | 22,334 |
| Trustees Roman Catholic Church Diocese of Lismore | |
| St Agnes Preschool & Long Day Care Centre | 39,220 |
| Tullamore Preschool & Child Care Centre Inc | |
| Tullamore Child Care Centre | 1,866 |
| Tumbarumba Preschool Kindergarten Inc | |
| Carcoola Children's Centre | 30,903 |
| Tumbarumba Shire Council | |
| Puggles Children's Service Van | 27,609 |
| Ulladulla Children's Centre Inc | |
| Ulladulla Children's Centre | 34,316 |
| University of NSW Students Guild (House at Pooh Corner) | |
| House at Pooh Corner | 53,555 |
| UTS Child Care Inc | |
| Magic Pudding Child Care Centre | 45,804 |
| Warners Bay Early Learning and Care Centre Inc | |
| Warners Bay Early Learning & Care Centre | 45,570 |
| Warringah Council | |
| Belrose Community & Children's Centre | 34,376 |
| Brookvale Children's Centre | 36,652 |
| Dee Why Child Care Centre | 58,055 |
| Narrabeen Long Day Care | 44,128 |
| Waverley Council | |
| Bronte Child Care Centre | 48,289 |
| Gardiner Child Care Centre | 22,905 |
| Waverley Child Care Centre | 37,241 |
| West Ryde Neighbourhood Children's Centre | |
| West Ryde Neighbourhood Children's Centre | 29,358 |
| Westmeadow Child Care Centre | |
| Westmeadow Child Care Centre | 37,483 |
| Wilberforce Early Learning Centre Inc | |
| Wilberforce Early Learning Centre | 33,726 |
| Willoughby City Council | |
| Artarmon Child Care Centre | 23,145 |
| Devonshire Children's Centre | 33,452 |
| Wiradjuri Aboriginal Corporation Community & Child Care Centre | |
| Wiradjuri Child Care Centre | 25,710 |

| | |
|--|--------|
| Woodrising Community Preschool & Childcare Centre Inc | |
| Woodrising Community Preschool & Child Care Centre | 38,417 |
| Woodville Community Service Inc | |
| Carramar Child Care Centre – Long Day Care | 32,232 |
| Woolgoolga Child Care Centre Inc | |
| Woolgoolga Child Care Centre | 39,120 |
| Woy Woy Peninsula Child Care Centre Cooperative | |
| Woy Woy Peninsula Long Day Care Centre | 21,791 |
| Wyong Shire Council | |
| Kanwal Preschool & Children's Centre | 60,471 |
| Karinya Preschool & Children's Centre | 36,017 |
| Northlakes Preschool & Children's Centre | 40,482 |
| Spotted Gum Preschool & Children's Centre | 36,091 |
| Tom Stone Preschool & Children's Centre | 36,062 |
| Treelands Preschool & Children's Centre | 35,970 |
| Yalbilliga Boori Day Care Centre Aboriginal Corp | |
| Yalbilliga Boori Day Care Centre | 31,872 |
| Yarrunga Early Learning Centre Inc | |
| Yarrunga Children's Centre | 41,438 |
| Yawarra Community & Child Care Centre Ltd | |
| Yawarra Community Child Care Centre | 23,345 |
| Young Child Care Centre | |
| Gumnut Grove Child Care Centre | 37,596 |
| Occasional Care Subsidies | |
| Annette's Place Inc | |
| Annette's Place Occasional Child Care – MPC | 29,966 |
| Ashfield Baptist Childcare Inc | |
| Ashfield Baptist Childcare Centre | 14,691 |
| Auburn Council | |
| Auburn Occasional Care | 15,719 |
| Australian Red Cross Society | |
| Glen Mervyn Child Care Centre | 15,793 |
| Ballina River Street Children's Centre Inc | |
| River Street Children's Centre Occasional Care | 33,236 |
| Bathurst Regional Council | |
| Bathurst Neighbourhood Model Occasional Care – "Sallywags" | 11,721 |
| Bega Valley Shire Council | |
| Bandara Children's Services – OCC RMPC | 14,604 |
| Blinky Bill Portland Child Care Centre Inc | |
| Blinky Bill Occasional Child Care – MPC | 11,027 |
| Bondi Beach Cottage Inc | |
| Bondi Beach – The Cottage Child Care Centre | 63,183 |
| Botany Family & Children's Centre Inc | |
| Botany Family & Children's Neighbourhood Occasional Care | 17,603 |
| Botany Occasional Care Centre | 14,119 |
| Braidwood Preschool Association Inc | |
| Braidwood Preschool Occasional Care | 6,016 |
| Cabramatta Community Centre Inc | |
| Cabramatta Community Centre Occasional Child Care | 74,176 |
| Cammeray Occasional Child Care Centre Inc | |
| Cammeray Occasional Child Care Centre | 12,206 |
| Campbelltown City Council | |
| Namut Occasional Child Care Centre | 30,876 |
| Canowindra Preschool Kindergarten Inc | |
| Canowindra Occasional Care | 6,994 |
| Canterbury City Council | |
| Carrington Occasional Child Care Centre | 78,089 |
| Caterpillar House Occasional Child Care Association Inc | |
| Caterpillar House Occasional Child Care Centre | 72,819 |
| Centacare | |
| Centacare Catholic Family Services Occasional Care | 38,858 |
| Central Albury Occasional Child Care Assoc Inc | |
| Central Albury Occasional Child Care Centre | 53,455 |

Children's Services Program (cont.)

\$

| | |
|---|--------|
| Chatswood Occasional Child Care Centre Inc | |
| Chatswood Occasional Child Care Centre | 54,046 |
| Children First Inc | |
| Balmoral Street Occasional Care | 30,782 |
| Plumpton Occasional Care Centre – SA | 30,876 |
| Church of England Children's Homes | |
| Weldon Centre Neighbourhood Occasional Care | 35,547 |
| City of Sydney Council | |
| Redfern Occasional Care Indigenous Support Project | 38,064 |
| Redfern Occasional Child Care | 80,630 |
| Communicare Sydney | |
| Rockdale Occasional Child Care Centre | 29,677 |
| Concord Occasional Child Care Inc | |
| Concord Cubby House | 41,672 |
| Cowra Early Childhood Services Cooperative Ltd | |
| Cowra Occasional Care | 7,236 |
| Culcairn Early Childhood Centre Inc | |
| Culcairn Occasional Care | 11,318 |
| Dawn Song Children's Centre Inc | |
| Dawn Song Occasional Child Care | 11,563 |
| Deniliquin Children's Centre Inc | |
| Deniliquin Child Care Centre | 24,609 |
| Drummoyne Occasional Child Care Inc | |
| Drummoyne Occasional Child Care Centre | 39,806 |
| Eastwood Occasional Child Care Centre Inc | |
| Eastwood Occasional Child Care Centre | 36,393 |
| Fairfield Community Resource Centre | |
| Fairfield Occasional Care | 34,802 |
| The Parks Occasional Care | 7,973 |
| Georges River Community Service Inc | |
| Georges River Neighbourhood Occasional Care Centre | 15,832 |
| Georges River Occasional Child Care Centre | 28,534 |
| Gladesville Occasional Child Care Centre Inc | |
| Gladesville Occasional Child Care Centre | 34,677 |
| Gosford Cubbyhouse Occasional & Long Day Care Centre Inc | |
| Gosford Cubbyhouse Occasional & Long Day Care Centre | 29,303 |
| Griffith Regional Family Services Inc | |
| The Cubby House Occasional Child Care Centre – Griffith | 20,945 |
| Hawkesbury City Council | |
| Richmond Occasional Child Care Centre | 27,902 |
| Hawkesbury Community Outreach Services Inc | |
| Colo Wilderness Mobile Occasional Child | 32,999 |
| Hawkesbury River Child Care Inc | |
| Hawkesbury River Neighbourhood Occasional Care | 15,172 |
| Hawkesbury River Occasional Child Care | 34,057 |
| Hay Mobile Children's Service Inc | |
| Hay Mobile Farm Based Occasional Care | 95,935 |
| Holroyd City Council | |
| The Sometime Centre Neighbourhood Occasional Care | 30,917 |
| Holsworthy Occasional Childcare Centre Inc | |
| Holsworthy Occasional Childcare Centre | 38,679 |
| Hurstville City Council | |
| Hurstville Preschool and Occasional Care Centre | 38,700 |
| Illawarra Area Child Care Ltd | |
| Short Street Occasional Care Centre | 30,876 |
| Walleroo Neighbourhood Occasional Care | 11,788 |
| Illawarra Children's Services Ltd | |
| Barrack Heights Neighbourhood Occasional Care | 14,033 |
| Kiama Downs Neighbourhood Occasional Care | 15,832 |
| Narellan Early Learning Centre | 48,897 |
| Jumbunna Children's Centre Ltd | |
| Jumbunna Neighbourhood Occasional Care | 16,217 |

| | |
|---|--------|
| Kempsey Children's Services Cooperative Ltd | |
| Kempsey Multi-Purpose Occasional Care Centre | 30,343 |
| Kids of the Castle Occasional Care Centre Inc | |
| Castle Hill Casual Care Centre – Occasional Care | 45,159 |
| Koninaderie Community Based Preschool Inc | |
| Koninaderie Neighbourhood Occasional Care | 11,788 |
| Koorringal Casual Child Care Centre Inc | |
| Koorringal Occasional Child Care | 39,062 |
| KU Children's Services | |
| KU Glenhaven Preschool & Occasional Care Centre | 66,390 |
| KU Macarthur Occasional Child Care Centre | 32,362 |
| KU Moss Vale Children's Centre & Occasional Care Centre | 41,508 |
| KU Play Station Occasional Care Centre | 92,780 |
| Ku-ring-gai Council | |
| Thomas Carlyle Children's Centre | 11,721 |
| Lane Cove Occasional Child Care Inc | |
| Lane Cove Occasional Child Care Centre | 45,265 |
| Leichhardt Municipal Council | |
| Annandale Occasional Child Care Centre | 9,706 |
| Rozelle Occasional Care | 16,629 |
| Lithgow Rural Multi Purpose Child Care Assoc Inc | |
| Gumnut House Occasional Child Care – MPC | 12,805 |
| Malabar Occasional Child Care Centre Inc | |
| Malabar Occasional Child Care Centre | 32,135 |
| Manly Council | |
| Harbour View Children's Centre | 37,196 |
| Miller Baptist Church | |
| Huz 'N' Buz Occasional Care – SA | 30,876 |
| Mosman Municipal Council | |
| Mosman Occasional Child Care Centre | 36,393 |
| Mount Druitt Occasional Child Care Inc | |
| Mount Druitt Occasional Child Care Centre | 53,287 |
| Mountains Outreach Community Service Inc | |
| Blue Mountains Occasional Child Care Service | 72,406 |
| Narrabri & District Community Aid Service Inc | |
| Narrabri Occasional Child Care Centre | 43,547 |
| Neighbourhood Family Relief Occasional Child Care Shalvey | |
| Neighbourhood Family Relief Occasional Child Care | 28,155 |
| Neighbourhood Family Relief Occasional Child Care – AAS | 14,281 |
| New School of Arts Neighbourhood House Inc | |
| South Grafton Child Care Centre – Occasional | 20,402 |
| North Rocks/Carlingford Casual Child Care Centre | |
| North Rocks/Carlingford Casual Child Care Centre | 41,089 |
| North Sydney Occasional Child Care Centre Trading as Crows Nest Occasional Child Care Centre | |
| North Sydney Occasional Child Care Centre | 26,336 |
| Orange City Council | |
| Orange Neighbourhood Model Occasional Care | 15,719 |
| Orange Occasional Care Cottage | 64,145 |
| Pambula Preschool Kindergarten Association Inc | |
| Pebbles Occasional Care | 15,209 |
| Parkes Early Childhood Centre Inc | |
| Parkes Occasional Child Care Centre – MPC | 24,118 |
| Parramatta City Council | |
| Westfield Occasional Child Care Centre | 30,423 |
| Peninsula Community Centre Inc | |
| Peninsula Occasional Child Care Centre | 45,587 |
| Penrith Community Aid Service Association Inc | |
| Occasional Child Care Centre | 45,493 |
| Pippies Early Childhood Centre Inc | |
| Pippies Multi Purpose Centre – Occasional Care | 14,949 |
| Pittwater Council | |
| Warriewood Children's Centre Occasional Care | 30,652 |

Children's Services Program (cont.)

\$

| | |
|---|--------|
| Possums' Den Coffs Harbour Inc | |
| Possums' Den Occasional Care | 13,518 |
| Raymond Terrace Occasional Care Centre Inc | |
| Raymond Terrace Occasional Care Centre | 65,894 |
| Revesby Now 'N' Then Occasional Child Care Centre Inc | |
| Revesby Now 'N' Then Occasional Child Care Centre – SA | 30,876 |
| Riverwood Community Centre Inc | |
| Riverwood Christmas Occasional Care | 8,493 |
| Ryde Primary School Parents & Citizens Association | |
| Ryde Primary School Occasional Child Care Centre | 30,917 |
| Samaritans Youth Services | |
| The Samaritans Community Child Care Centre Neighbourhood Occasional Care | 31,078 |
| SDN Children's Services Inc | |
| Crookwell Preschool Occasional Care | 7,945 |
| Shaw Street Children's Centre Inc | |
| Shaw Street Children's Centre | 67,381 |
| Snugglepot Day Care Centre Inc | |
| Snugglepot Occasional Care Centre | 17,723 |
| St Clair Community Child Care Inc | |
| St Clair Community Child Care | 46,267 |
| St Ives Occasional Care | |
| St Ives Occasional Care | 41,889 |
| St Michaels Family Centre Ltd | |
| St Michaels Occasional Care | 19,901 |
| St Michael's Family Centre Neighbourhood Occasional Care | 38,194 |
| St Philips Occasional Care Centre Inc | |
| St Philips Occasional Care | 3,713 |
| St Vincent de Paul Society | |
| Mingaletta Occasional Childcare Centre | 22,768 |
| Surry Hills Neighbourhood Centre Coop Ltd | |
| Surry Hills Occasional Child Care Centre | 37,224 |
| Sutherland Shire Family Services Inc | |
| Djanaba Neighbourhood Occasional Care Service | 38,102 |
| The Bays Occasional Child Care Centre Inc | |
| The Bays Occasional Child Care Centre | 43,609 |
| The Centre (BHCCA Inc) | |
| Bankstown Occasional Care | 33,835 |
| The Cubbyhouse Preschool & Occasional Care Centre Inc | |
| The Cubbyhouse Occasional Care Centre | 15,545 |
| The Grace Child Care Centre Inc | |
| The Grace Child Care Centre – Occasional Care | 25,275 |
| The Junction Works Inc | |
| Tallowood Occasional Care | 24,116 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Noah's Ark Casual Care | 24,263 |
| Thredbo Early Childhood Centre Inc | |
| Thredbo Preschool Occasional Care | 15,471 |
| Trustees Roman Catholic Church Diocese of Lismore | |
| St Joseph's Occasional Child Care – Laurieton | 15,489 |
| Valla Community Preschool Inc | |
| Valla Community Occasional Care | 11,788 |
| Warragamba – Silverdale Neighbourhood Centre Inc | |
| Teddy Bear Cottage Occasional Care Centre | 32,940 |
| Warringah Council | |
| Warringah Mobile Occasional Care | 45,954 |
| Werrington Community Project Inc | |
| Werrington Occasional Child Care Integrated Centre | 66,914 |
| Winston Mall Children's Centre | |
| 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 |
|-------------------------------|--------|

Yass Early Childhood Centre Association

| | |
|-----------------------------------|--------|
| Yass Occasional Child Care Centre | 10,352 |
|-----------------------------------|--------|

Preschool Brokerages – Special Needs

Children First Inc

| | |
|--|-----------|
| SCAN – Western Sydney The Hills Blue Mountains & Hawkesbury | 1,722,023 |
|--|-----------|

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 |
|--|---------|

Jumbunna Community Preschool & Early Intervention Centre Inc

| | |
|-----------------|---------|
| SCAN – Jumbunna | 758,469 |
|-----------------|---------|

KU Children's Services

| | |
|----------------------|-----------|
| Northern Sydney SCAN | 1,023,492 |
|----------------------|-----------|

Orange Community Resource Organisation Inc

| | |
|--|---------|
| Early Childhood Access Support Service | 477,565 |
|--|---------|

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 |
|--------------------|---------|

Aberdeen Preschool

| | |
|--------------------|--------|
| Aberdeen Preschool | 95,017 |
|--------------------|--------|

Adelong Preschool Inc

| | |
|-------------------|--------|
| Adelong Preschool | 24,015 |
|-------------------|--------|

Albury Preschool Inc

| | |
|------------------|---------|
| Albury Preschool | 139,566 |
|------------------|---------|

Alcheringa Preschool Association Inc

| | |
|----------------------|--------|
| Alcheringa Preschool | 76,356 |
|----------------------|--------|

All Saints Preschool Albion Park Inc

| | |
|----------------------|---------|
| All Saints Preschool | 108,987 |
|----------------------|---------|

Alstonville Baptist Church

| | |
|---|--------|
| Alstonville Baptist Community Preschool | 92,901 |
|---|--------|

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 |
|---------------------------------|--------|

Anzac Village Preschool Association Inc

| | |
|-------------------------|---------|
| Anzac Village Preschool | 104,369 |
|-------------------------|---------|

Arden Anglican Preschool Kindergarten

| | |
|---------------------------------------|--------|
| Arden Anglican Preschool Kindergarten | 52,142 |
|---------------------------------------|--------|

Ardlethan Preschool Association Inc

| | |
|---------------------|--------|
| Ardlethan Preschool | 34,157 |
|---------------------|--------|

Ariah Park Preschool Association Inc

| | |
|----------------------|--------|
| Ariah Park Preschool | 63,612 |
|----------------------|--------|

Armidale Community Preschool Inc

| | |
|------------------------------|--------|
| Armidale Community Preschool | 87,092 |
|------------------------------|--------|

Children's Services Program (cont.)

\$

| | | | |
|---|---------|---|-------------------------------|
| Armidale Montessori Preschool Inc Armidale Montessori Preschool | 106,803 | Binnaway Preschool Binnaway Preschool | 68,877 |
| Arncliffe Preschool Inc Arncliffe Preschool | 98,424 | Binnowie Kindergarten Cooperative Society Ltd Binnowie Kindergarten | 89,504 |
| Arndu St Paul's Preschool Arndu St Paul's Preschool | 104,312 | Biralee Preschool Finley Inc Biralee Preschool – Finley | 110,995 |
| Ashford Preschool Kindergarten Inc Ashford Preschool Kindergarten | 31,771 | Birchgrove Community Association Ltd Emmerick Street Community Preschool | 56,442 |
| Austral Community Preschool Inc Austral Community Preschool | 76,875 | Birubi Point Community Preschool Inc Birubi Point Community Preschool | 58,745 |
| Awabakal Newcastle Aboriginal Cooperative Ltd Awabakal Preschool | 121,353 | Blackheath Kookaburra Kindergarten Inc Blackheath Kookaburra Kindergarten | 90,680 |
| Ballina Fox Street Preschool Inc Ballina Fox Street Preschool | 145,327 | Blacktown Anglican Child Care Centre Inc Blacktown Anglican Child Care Centre Preschool | 28,497 |
| Ballina River Street Children's Centre Inc RSCC Preschool | 124,707 | Blacktown Bunyip Inc Blacktown Bunyip Mobile Preschool | 78,374 |
| Balranald Early Learning Centre Incorporated Balranald Early Learning Centre | 12,658 | Blacktown City Council Glendenning Preschool Goddard Crescent Preschool Quakers Hill Preschool Kindergarten | 101,161 128,524 116,639 |
| Bambi Kindergarten Association Inc Bambi Kindergarten | 133,753 | Bland Shire Council Bland Preschool | 133,033 |
| Bankstown Montessori Association Inc Bankstown Montessori Preschool | 38,730 | Blaxland Preschool Kindergarten Blaxland Preschool Kindergarten | 94,415 |
| Baptist Community Services – NSW & ACT Auburn Baptist Church Preschool | 130,632 | Blayney Preschool Blayney Preschool | 73,021 |
| Baradine Preschool Inc Baradine Preschool | 31,409 | Blinky Bill Portland Child Care Centre Inc Blinky Bill Preschool – MPC | 88,795 |
| Barham Preschool Association Inc Barham Preschool | 77,416 | Blue Mountains Montessori Preschool Inc Blue Gum Children's House | 52,979 |
| Barraba Preschool Inc Barraba Preschool | 114,282 | Bomaderry Preschool Inc Bomaderry Preschool Kindergarten | 156,784 |
| Baulkham Hills Preschool Baulkham Hills Preschool | 107,625 | Bombala Preschool Incorporated Bombala Preschool Kindergarten | 64,394 |
| Beacon Hill Community Kindergarten Assoc Ltd Beacon Hill Preschool | 99,840 | Bonalbo & District Preschool Inc Bonalbo & District Preschool | 93,526 |
| Bega Pre School Association Inc. Bega Preschool | 98,142 | Boolaroo/Speers Point Community Kindergarten Inc Boolaroo/Speers Point Community Kindergarten | 121,112 |
| Bega Valley Shire Council Bandara Children's Services – P/S RMPCC | 132,700 | Boori Preschool Aboriginal Corporation Murrangang Preschool | 109,042 |
| Bellbird Preschool Inc Bellbird Community Preschool | 73,528 | Boorowa Preschool Centre Inc Boorowa Preschool Centre | 67,839 |
| Bellingen Preschool Inc Bellingen Preschool | 111,400 | Bowraville Community Preschool Inc Bowraville Community Preschool | 96,217 |
| Belmont North Preschool Inc Belmont North Preschool | 104,717 | Bradbury Preschool Kindergarten Association Inc Bradbury Preschool | 115,634 |
| Bendemeer Preschool Inc Bendemeer Preschool | 34,364 | Braidwood Preschool Association Inc Braidwood Preschool | 63,564 |
| Bentley Community Preschool Inc Bentley Community Preschool | 58,906 | Branxton Preschool Inc Branxton Preschool | 97,482 |
| Berala Jack & Jill Preschool Kindergarten Inc Berala Jack & Jill Preschool Kindergarten | 135,206 | Brayside Community Preschool Inc Brayside Community Preschool | 173,831 |
| Berkeley Vale Preschool Kindergarten Inc Berkeley Vale Preschool | 148,647 | Budgewoi/Halekulani Preschool Kindergarten Inc Budgewoi/Halekulani Preschool Kindergarten | 136,333 |
| Bermagui Preschool Cooperative Society Ltd Bermagui Preschool | 74,155 | Bulahdelah Preschool Inc Bulahdelah Preschool | 72,815 |
| Berry Preschool Kindergarten Inc Berry Preschool Kindergarten | 66,821 | Bundanoon District Preschool Kindergarten Bundanoon District Preschool Kindergarten | 65,488 |
| Bexley Jack & Jill Preschool Inc Bexley Jack & Jill Preschool | 94,269 | Bundarra Preschool Kindergarten Association Inc Bundarra Preschool | 51,849 |
| Bilambil Community Preschool Inc Bilambil Community Preschool | 44,081 | Bundeena/Maianbar Preschool & Children's Service Inc Bundeena/Maianbar Preschool | 47,562 |

Children's Services Program (cont.)

\$

| | |
|---|---------|
| Bundgeam Preschool Inc | |
| Bundgeam Community Preschool | 33,396 |
| Bungendore Preschool Association Inc | |
| Bungendore Preschool | 73,639 |
| Bunyip Preschool Harden Inc | |
| Bunyip Preschool – Harden | 133,593 |
| Burren Junction Preschool Association Inc | |
| Burren Junction Preschool | 36,659 |
| Burrumbuttock Preschool Centre Inc | |
| Burrumbuttock Preschool Centre | 38,412 |
| Byron Bay Preschool Inc | |
| Cavanbah Centre | 136,671 |
| Jonson Street Centre | 72,397 |
| Cabarita-Mortlake Preschool Kindergarten Inc | |
| Cabarita/Mortlake Preschool | 111,086 |
| Calrossy School Commission | |
| Calrossy Preschool | 57,223 |
| Camden Preschool Kindergarten Cooperative Ltd | |
| Camden Preschool Kindergarten | 111,560 |
| Cameragal Montessori School | |
| Cameragal Montessori School | 52,144 |
| Campbelltown Community Preschool Inc | |
| Campbelltown Community Preschool | 110,252 |
| Canowindra Preschool Kindergarten Inc | |
| Canowindra Preschool Kindergarten | 92,860 |
| Canterbury Community Child Care Centre Inc | |
| Canterbury Community Child Care Centre | 90,926 |
| Cardiff Community Preschool Inc | |
| Cardiff Community Preschool | 105,319 |
| Carinya Neighbourhood Children's Centre Inc | |
| Carinya Neighbourhood Children's Centre Preschool | 16,549 |
| Carlingford West Kindergarten Inc | |
| Carlingford West Kindergarten | 57,032 |
| Casino Baptist Church Christian Community Preschool | |
| Casino Christian Community Preschool | 76,476 |
| Castle Hill Preschool Kindergarten Inc | |
| Castle Hill Preschool Kindergarten | 95,529 |
| Catherine Field Preschool Kindergarten Inc | |
| Catherine Field Preschool | 73,465 |
| Catherine Preschool East Maitland Inc | |
| Catherine Preschool | 89,835 |
| Cawongla Playhouse Inc | |
| Cawongla Playhouse | 96,292 |
| Central Shoalhaven Mobile Preschool | |
| Central Shoalhaven Mobile Preschool | 194,177 |
| Charles Sturt University | |
| Campus Preschool | 141,152 |
| Cherrybrook Community Preschool Inc | |
| Cherrybrook Community Pre School | 52,537 |
| Children First Inc | |
| Alpha Street Preschool | 60,691 |
| Balmoral Street Preschool | 205,287 |
| Plumpton Long Day Care Centre Preschool | 21,480 |
| Chillingham and Tyalgum Community Preschool Inc | |
| Chillingham & Tyalgum Community Preschool | 73,834 |
| Christ Church Gladesville Preschool Kindergarten Inc | |
| Christ Church Gladesville Preschool Kindergarten | 158,056 |
| Christ Church St Ives Preschool Inc | |
| Christ Church St Ives Preschool | 82,781 |
| Church of the Foursquare Gospel (Aust) Ltd | |
| Calvary Chapel Preschool Centre | 133,897 |

| | |
|--|---------|
| City of Sydney Council | |
| Broughton Street Kindergarten | 61,846 |
| Hilder Booter Extended Hours Kindergarten | 111,972 |
| Club Marconi of Bossley Park Social, Recreation & Sporting Centre Ltd | |
| Marconi Preschool | 75,857 |
| Clunes Community Preschool Association Inc | |
| Clunes Community Preschool | 60,938 |
| Cobar Preschool Centre Association Inc | |
| Cobar Preschool | 93,619 |
| Cobargo Preschool Inc | |
| Cobargo Preschool | 28,052 |
| Coffs Harbour Preschool Association Inc | |
| Coffs Harbour Preschool | 166,667 |
| Coldstream Community Preschool Inc | |
| Coldstream Community Preschool | 77,591 |
| Coleambally Preschool Kindergarten Inc | |
| Coleambally Preschool Kindergarten | 66,086 |
| Collarenebri Preschool Inc | |
| Collarenebri Preschool | 73,938 |
| Collaroy Plateau Community Kindergarten | |
| Collaroy Plateau Community Kindergarten | 90,014 |
| Comboyne Community Preschool Kindergarten Inc | |
| Comboyne Preschool | 45,445 |
| Communicare Sydney | |
| Kinder Kapers Preschool | 104,342 |
| Strathfield Sessional Preschool | 121,468 |
| Community Programs Inc | |
| Jacaranda Preschool | 108,151 |
| Como Preschool Kindergarten Assoc Inc | |
| Como Preschool | 141,223 |
| Concord Kindergarten Association Inc | |
| Concord Kindergarten | 96,391 |
| Concord West-Rhodes Preschool Inc | |
| Concord West-Rhodes Preschool | 102,987 |
| Condobolin Preschool Kindergarten Inc | |
| Condobolin Preschool Kindergarten | 121,468 |
| Coogee Synagogue Batory Kindergarten Inc | |
| Coogee Synagogue Batory Kindergarten | 57,859 |
| Cooks Hill Community Preschool Inc | |
| Cooks Hill Community Preschool | 59,730 |
| Coolah Preschool Kindergarten Inc | |
| Coolah Preschool Kindergarten | 87,436 |
| Coolamon Preschool Association Inc | |
| Coolamon Preschool | 74,155 |
| Cooma Lambie Street Preschool Association Inc | |
| Cooma Lambie Street Preschool | 88,507 |
| Cooma North Preschool Association Inc | |
| Cooma North Preschool | 74,559 |
| Coonabarabran Preschool Centre Inc | |
| Coonabarabran Preschool Centre | 100,944 |
| Coonamble Preschool Association Inc | |
| Coonamble Preschool | 77,344 |
| Cooranbong Valley Community Preschool Inc | |
| Cooranbong Valley Community Preschool | 80,737 |
| Cootamundra Centenary Preschool Association Inc | |
| Cootamundra Centenary Preschool | 111,769 |
| Copmanhurst Preschool | |
| Copmanhurst Preschool | 32,932 |
| Corowa Preschool Association Inc | |
| Corowa Preschool Centre | 108,329 |
| Country Women's Association Coraki Branch | |
| Coraki CWA Preschool | 85,276 |

Children's Services Program (cont.)

\$

| | | | |
|---|---------|--|--|
| Country Women's Association of NSW – Nundle | | | |
| Nundle CWA Preschool | 43,465 | | |
| Coutts Crossing Preschool Inc | | | |
| Coutts Crossing Preschool | 52,164 | | |
| Cowra Early Childhood Services Cooperative Ltd | | | |
| Cowra Children's Mobile Resource | 84,245 | | |
| Cranbrook School | | | |
| St Mark's Preschool | 89,217 | | |
| St Michael's Preschool – Vacluse | 78,126 | | |
| Crescent Head Community Preschool | | | |
| Crescent Head Community Preschool | 71,790 | | |
| Cringila Community Cooperative | | | |
| Southern Suburbs Mobile Preschool | 90,156 | | |
| Cronulla Preschool Kindergarten Association Inc | | | |
| Cronulla Preschool Kindergarten | 137,588 | | |
| Crookwell Neighbourhood Centre Inc | | | |
| Crookwell Mobile Children's Services | 30,295 | | |
| Cudal Community Preschool Inc | | | |
| Cudal Community Preschool | 50,875 | | |
| Culcairn Early Childhood Centre Inc | | | |
| Culcairn Preschool | 75,710 | | |
| Cumnock Village Preschool Inc | | | |
| Cumnock Village Preschool | 40,875 | | |
| Currambena Preschool | | | |
| Currambena Preschool | 52,639 | | |
| Dalaigur Preschool & Children's Services Association Inc | | | |
| Dalaigur Preschool | 202,951 | | |
| Dandaloo Gayngil Aboriginal Corporation Inc | | | |
| Dandaloo Gayngil Preschool & Occasional Care Centre – Toomelah | 110,666 | | |
| Dareton Preschool Inc | | | |
| Dareton Preschool | 50,731 | | |
| Delegate & District Preschool | | | |
| Delegate & District Preschool | 51,969 | | |
| Deniliquin Children's Centre Inc | | | |
| Deniliquin Mobile | 81,991 | | |
| Deniliquin Preschool Kindergarten | 170,077 | | |
| Denman Children's Centre Association Inc | | | |
| Denman Children's Centre | 116,175 | | |
| Department of Education & Training | | | |
| Box Ridge Early Childhood Transition Program | 42,794 | | |
| Cabbage Tree Island Early Childhood Transition Program | 39,787 | | |
| Queanbeyan South Public School Transition Program | 28,633 | | |
| Wilcannia Early Childhood Centre | 89,440 | | |
| Doonside Kindergarten Inc | | | |
| Doonside Kindergarten | 145,922 | | |
| Dorrigo Preschool Association Inc | | | |
| Dorrigo Preschool | 111,728 | | |
| Drummond Park Preschool Association Inc | | | |
| Drummond Park Preschool | 53,335 | | |
| Drummoyne Baptist Preschool Centre | | | |
| Drummoyne Baptist Preschool Centre | 65,967 | | |
| Drummoyne Preschool Kindergarten Inc | | | |
| Drummoyne Preschool Kindergarten | 100,904 | | |
| Dubbo & District Preschool Kindergarten Inc | | | |
| Dubbo & District Preschool Kindergarten | 256,513 | | |
| Dubbo West Preschool Inc | | | |
| Dubbo West Preschool | 456,037 | | |
| Dunedoo Preschool Kindergarten | | | |
| Dunedoo Preschool Kindergarten | 100,051 | | |
| Dungog Community Preschool Kindergarten Inc | | | |
| Dungog Community Preschool Kindergarten | 93,990 | | |
| Dunoon Preschool Inc | | | |
| Dunoon Community Preschool | 80,547 | | |
| Durrumbul Community Preschool Association Inc | | | |
| Durrumbul Community Preschool | 106,244 | | |
| East Lindfield Community Preschool | | | |
| East Lindfield Community Preschool | 89,218 | | |
| East Lismore Community Preschool Inc | | | |
| East Lismore Community Preschool | 148,240 | | |
| East Maitland Preschool Kindergarten Assoc Inc | | | |
| East Maitland Preschool – Brunswick Street | 131,082 | | |
| East Maitland Preschool – George Street | 110,968 | | |
| East Willoughby Preschool Inc | | | |
| East Willoughby Preschool | 54,309 | | |
| Eastern Suburbs Montessori Association Ltd | | | |
| Montessori East – Bondi | 47,083 | | |
| Eden Creek/Fairymount Preschool Inc | | | |
| Eden Creek/Fairymount Preschool | 89,704 | | |
| Eden Preschool Kindergarten Association Inc | | | |
| Eden Preschool Kindergarten | 135,518 | | |
| Sapphire Mobile Children's Services | 69,924 | | |
| Edgeworth Community Preschool | | | |
| Edgeworth Community Preschool | 57,227 | | |
| Elanora Heights Community Centre Preschool | | | |
| Elanora Heights Community Centre Preschool | 91,780 | | |
| Elizabeth Macarthur Montessori Preschool Association Inc | | | |
| Elizabeth Macarthur Montessori Preschool | 22,581 | | |
| Elonera Ltd | | | |
| Elonera Montessori Preschool | 33,723 | | |
| Emanuel School | | | |
| The Kornmehl Centre | 72,788 | | |
| Engadine Church of Christ Preschool | | | |
| Engadine Church of Christ Preschool | 78,377 | | |
| Engadine Preschool Kindergarten Inc | | | |
| Engadine Preschool Kindergarten | 143,823 | | |
| Eugowra Preschool Inc | | | |
| Eugowra Preschool | 57,125 | | |
| Eungai Preschool Inc | | | |
| Eungai Preschool | 52,335 | | |
| Euston Preschool Association Inc | | | |
| Euston Preschool | 51,045 | | |
| Evans Head Preschool Inc | | | |
| Evans Head Preschool | 98,576 | | |
| Fairfield City Council | | | |
| Bonnynrigg Heights Early Learning Centre Preschool | 31,597 | | |
| Fairfield Early Learning Centre Preschool | 115,422 | | |
| Marlborough Street Early Learning Centre Preschool | 130,033 | | |
| Mobile 1 Early Learning Centre Preschool | 78,138 | | |
| Mobile 2 Early Learning Centre Preschool | 80,486 | | |
| Mobile 3 Early Learning Centre Preschool | 144,991 | | |
| Tasman Parade Early Learning Centre Preschool | 67,179 | | |
| Villawood Early Learning Centre Preschool | 148,620 | | |
| Federal Community Childrens Centre Inc | | | |
| Federal Preschool | 140,153 | | |
| Federation of NSW Police-Citizens Youth Clubs | | | |
| PCYC Bright Sparks Preschool | 53,812 | | |
| Felton Street Early Learning Preschool Inc | | | |
| Felton Street Early Learning Preschool | 136,606 | | |
| Forbes Preschool Kindergarten Coop Ltd | | | |
| Forbes Preschool Kindergarten | 136,472 | | |
| Forest Hill Community Preschool Inc | | | |
| Forest Hill Preschool | 68,734 | | |
| Frederick Street Kindergarten Coop Ltd | | | |
| Frederick Street Kindergarten | 138,717 | | |
| Gainmara Biririlee Preschool Association Inc | | | |
| Gainmara Biririlee Preschool | 76,325 | | |

Children's Services Program (cont.)

\$

| | | | |
|--|---------|---|---------|
| Ganmain Pied Piper Preschool Inc | | Gulgong Preschool Inc | |
| Pied Piper Preschool | 28,612 | Gulgong Preschool | 98,234 |
| Gilgandra Preschool Inc | | Gulpa Preschool Inc | |
| Gilgandra Preschool | 89,152 | Gulpa Preschool | 70,345 |
| Girrawong Preschool Inc | | Gummaney Aboriginal Corporation | |
| Girrawong Preschool | 232,287 | Gummaney Aboriginal Preschool | 95,371 |
| Girrinbai Community Preschool Inc | | Gumnut Bowral Memorial Kindergarten Inc | |
| Girrinbai Community Preschool | 136,534 | Gumnut Bowral Memorial Kindergarten | 115,975 |
| Glen Innes Preschool Association Inc | | Gumnut Community Preschool | |
| Glen Innes Preschool | 147,191 | Gumnut Community Preschool | 71,319 |
| Glen Innes Preschool – Outreach Program | 36,448 | Gundagai Preschool Kindergarten Inc | |
| Glenbrook Preschool Kindergarten Inc | | Gundagai Preschool Kindergarten | 104,826 |
| Glenbrook Preschool Kindergarten | 95,605 | Gunnedah Baptist Child Care Association Ltd | |
| Glenmark Preschool Kindergarten Inc | | Gunnedah Baptist Community Preschool | 173,585 |
| Glenmark Preschool Kindergarten | 56,140 | Gunnedah Preschool Kindergarten Association Inc | |
| Glenorie Preschool Kindergarten | | Gunnedah Preschool | 135,132 |
| Glenorie Preschool | 53,751 | Gunning & District Preschool | |
| Glenreagh Preschool Inc | | Gunning & District Preschool | 40,938 |
| Glenreagh Preschool | 88,960 | Gwydir Mobile Children's Services Inc | |
| Gloucester Preschool Inc | | Gwydir Mobile Children's Services | 135,628 |
| Gloucester Preschool | 103,975 | Gwydir Shire Council | |
| Goodooga Preschool | | Bingara Preschool | 59,708 |
| Goodooga Preschool | 68,198 | Gyndarna Preschool | |
| Goonellabah Preschool Inc | | Gyndarna Preschool | 70,619 |
| Goonellabah Preschool | 137,034 | Hamilton Community Preschool Inc | |
| Gordon Preschool Centre | | Hamilton Community Preschool | 95,530 |
| Gordon Preschool Centre | 150,419 | Happy Day Preschool Kindergarten Inc | |
| Gorokan Preschool Inc | | Happy Day Kindergarten – Broken Hill | 225,243 |
| Gorokan Preschool | 196,233 | Happy Days Kindergarten | |
| Gosford Preschool | | Happy Days Kindergarten – Wentworthville | 82,269 |
| Gosford Preschool | 117,498 | Harbord Kindergarten Inc | |
| Goulburn Preschool Association Inc | | Harbord Kindergarten 1 | 98,143 |
| Goulburn Preschool | 142,422 | Harbord Kindergarten 2 | 58,076 |
| Goulding Hill Preschool Inc | | Hawkesbury City Council | |
| Goulding Hill Preschool | 102,576 | Forgotten Valley Mobile Resource Unit | 97,521 |
| Granville Multicultural Community Centre Inc | | Hawkesbury Community Outreach Services Inc | |
| Preparation Program for Children from CALD | 86,283 | Colo Wilderness Mobile Preschool | 97,565 |
| Grays Point Preschool Kindergarten Association | | Hay Preschool Kindergarten Inc | |
| Grays Point Preschool | 55,319 | Hay Preschool Kindergarten | 123,962 |
| Great Lakes Children's Centre Inc | | Heathdene Community Services Inc | |
| Great Lakes Children's Centre | 210,670 | Heathdene Preschool Kindergarten | 138,918 |
| Greater Hume Shire Council | | Henry Street Community Preschool Association Inc | |
| Walla Walla Children's Services | 17,212 | Henry Street Community Preschool | 69,388 |
| Greenacre Church of Christ | | Henty Early Childhood Association Inc | |
| Greenacre Church of Christ Preschool | 83,599 | Henty Early Childhood Centre | 41,658 |
| Grenfell Preschool & Long Day Care Centre Inc | | Hibiscus Children's Centre | |
| Grenfell Preschool | 49,861 | Hibiscus Children's Centre | 80,008 |
| Greta Community Preschool Inc | | Hills Montessori Society | |
| Greta Community Preschool | 90,991 | Hills Montessori School | 60,818 |
| Griffith Child Care Centre | | Holsworthy Preschool Parent's Association Inc | |
| Griffith Central Preschool | 5,627 | Holsworthy Preschool | 111,962 |
| Griffith East Preschool Inc | | Holy Family Parish – Mount Druitt | |
| Griffith East Preschool Kindergarten | 154,387 | Holy Family Preschool | 120,303 |
| Griffith Preschool Kindergarten Inc | | Howlong Preschool Association Inc | |
| Griffith Preschool Kindergarten | 137,970 | Howlong Preschool Centre | 67,905 |
| Griffith Wiradjuri Aboriginal Preschool Inc | | Hunters Hill Preschool Inc | |
| Griffith Wiradjuri Aboriginal Preschool | 77,953 | Hunter's Hill Preschool | 129,672 |
| Gudga-Ga-Nura Aboriginal Preschool Association | | Illawarra Aboriginal Corporation | |
| Gudga-Ga-Nura Preschool | 73,166 | Winnanggay Preschool | 76,380 |
| Gulargambone Preschool | | Illawarra Children's Services Ltd | |
| Gulargambone Preschool | 57,987 | Bellambi Point Preschool | 183,588 |
| | | Helensburgh Community Preschool | 103,933 |
| | | Port Kembla Pre School | 30,284 |
| | | Wollongong City Preschool | 76,808 |

Children's Services Program (cont.)

\$

| | |
|--|---------|
| Illawarra Montessori Preschool Inc | |
| Illawarra Montessori Preschool | 86,322 |
| Iluka Preschool Inc | |
| Iluka Preschool | 68,283 |
| Inaburra Communications Ltd | |
| Inaburra Preschool | 137,126 |
| Inner City Montessori Association | |
| Inner City Montessori – Balmain | 70,215 |
| Inner City Montessori – Kinta | 48,056 |
| Inverell District Family Services Inc | |
| Inverell Jack & Jill Preschool | 106,958 |
| Kindamindi Preschool | 164,739 |
| Northern Roads Activity Van Preschool | 167,207 |
| Tingha Preschool | 88,704 |
| Ivanhoe Preschool | |
| Ivanhoe Preschool | 54,148 |
| Jacaranda Preschool Centre Inc | |
| Jacaranda Preschool – Caringbah | 146,592 |
| Jack & Jill Preschool Association (Lithgow) Inc | |
| Jack & Jill Preschool | 134,083 |
| Jannali Preschool Kindergarten Inc | |
| Jannali Preschool Kindergarten | 99,119 |
| Jerilderie Preschool Kindergarten Inc | |
| Jerilderie Preschool Kindergarten | 64,319 |
| Jerry Bailey Children's Centre Association Inc | |
| Jerry Bailey Children's Centre | 51,607 |
| Jesmond Community Preschool | |
| Jesmond Community Preschool | 137,217 |
| Jindera Preschool Kindergarten Association Inc | |
| Jindera Preschool Centre | 70,541 |
| Jumping Jack Community Preschool Inc | |
| Jumping Jack Community Preschool | 125,767 |
| June RSL Memorial Preschool Inc | |
| June RSL Memorial Preschool | 77,288 |
| Kangaroo Valley Preschool Inc | |
| Kangaroo Valley Preschool | 67,201 |
| Kapooka Early Childhood Centre Inc | |
| Kapooka Early Childhood Centre | 101,924 |
| Karingal Preschool – Nelson Bay Inc | |
| Karingal Preschool – Nelson Bay | 80,527 |
| Karuah Community Preschool Association Inc | |
| Karuah Preschool | 42,839 |
| Katoomba/Leura Preschool Association Inc | |
| Katoomba Leura Preschool | 182,112 |
| Keiraville Community Preschool Inc | |
| Keiraville Community Preschool | 124,690 |
| Kellyville Preschool Kindergarten Inc | |
| Kellyville Preschool Kindergarten | 92,373 |
| Kempsey Children's Services Cooperative Ltd | |
| Kempsey Central Preschool | 145,635 |
| Kempsey Multi-Purpose Preschool | 46,869 |
| Kempsey South Preschool | 117,881 |
| South Kempsey Preschool Aboriginal Support Program | 27,620 |
| Kenthurst Preschool Kindergarten Inc | |
| Kenthurst Preschool | 108,898 |
| Kesser Torah College Ltd | |
| Kesser Torah Preschool | 224,223 |
| Khancoban & District Children's Resource Centre Inc | |
| Khancoban Preschool | 18,275 |
| Kiama Preschool Inc | |
| Kiama Preschool Kindergarten | 118,243 |
| Kookaburra Kinder Mobile Preschool | 86,473 |

| | |
|--|---------|
| Killarney Vale Preschool Kindergarten Inc | |
| Killarney Vale Preschool Kindergarten | 123,159 |
| Kinburra Preschool Inc | |
| Kinburra Preschool | 120,653 |
| Kingscliff Mini School Inc | |
| Kingscliff Mini School | 69,941 |
| Kingstown Preschool Inc | |
| Kingstown Preschool | 25,048 |
| Kinma Ltd | |
| Kinma School Preschool | 44,987 |
| Kogarah Municipal Council | |
| South Hurstville Kindergarten | 102,239 |
| Koninderie Community Based Preschool Inc | |
| Koninderie Community Based Preschool | 95,960 |
| Koolyangarra Preschool Aboriginal Corporation | |
| Koolyangarra Preschool | 85,266 |
| Koorana Child & Family Centre Inc | |
| Koorana Phillip St Preschool | 80,722 |
| Koorana-Croydon Street Preschool | 84,752 |
| Kootingal & District Preschool Inc | |
| Kootingal & District Preschool | 71,613 |
| KU Children's Services | |
| KU Avalon Preschool | 93,482 |
| KU Bambara Road Preschool | 58,205 |
| KU Bel Air Preschool | 78,683 |
| KU Berowra Preschool | 95,277 |
| KU Bligh Park Preschool | 55,720 |
| KU Blue Mountains Mobile Preschool | 82,159 |
| KU Briar Cottage Preschool | 139,441 |
| KU Bulli Preschool | 119,264 |
| KU Burnside Preschool | 127,645 |
| KU Burwood Preschool | 62,843 |
| KU Cammeray Preschool | 53,421 |
| KU Castlecrag Preschool | 90,487 |
| KU Chatswood Community Preschool | 95,591 |
| KU Chatswood West Preschool | 92,791 |
| KU Cheltenham Memorial Preschool | 93,766 |
| KU Cobbitty Preschool | 83,266 |
| KU Conjola Place Preschool | 44,398 |
| KU Coomaling Mobile Preschool | 55,600 |
| KU Corrimall East Preschool | 71,067 |
| KU Croydon Preschool | 79,208 |
| KU Crusader Preschool | 150,785 |
| KU Donkin Memorial Preschool | 123,639 |
| KU East Killara Preschool | 89,191 |
| KU Eastwood Preschool | 97,136 |
| KU Fox Valley Preschool | 52,141 |
| KU Frances Newton Preschool | 94,338 |
| KU Galston Preschool | 104,810 |
| KU Georges Hall Preschool | 63,105 |
| KU Grandstand Preschool | 93,664 |
| KU Greenwich Community Preschool | 52,557 |
| KU Grevillea Preschool | 56,368 |
| KU Gwynneville Preschool | 69,554 |
| KU Hazelbrook Preschool | 84,327 |
| KU Heathcote Preschool | 68,012 |
| KU Hebersham Preschool | 163,039 |
| KU Henson Street Preschool | 63,609 |
| KU Isobel Pulsford Memorial Preschool | 53,299 |
| KU James Cahill Learning Together Program | 109,043 |
| KU James Cahill Preschool | 143,215 |
| 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.)

\$

| | |
|---|---------|
| KU Macarthur Learning Together Preschool | 66,054 |
| KU Macquarie Fields Preschool | 163,591 |
| KU Maitland Mobile Preschool | 148,488 |
| KU Maybanke Preschool | 66,798 |
| KU Mayfield Preschool | 143,014 |
| KU Merewether Preschool | 78,441 |
| KU Milperra Preschool | 66,589 |
| KU Mobile 1 Preschool | 42,305 |
| KU Mobile 3 Preschool | 83,459 |
| KU Mosman Community Preschool | 90,867 |
| KU Newport Preschool | 98,449 |
| KU North Ryde Preschool | 100,485 |
| KU Northern Villages Mobile Preschool | 82,088 |
| KU Osborne Park Preschool | 137,738 |
| KU Padstow Preschool | 108,115 |
| KU Peninsula Preschool | 77,687 |
| KU Penrith Preschool | 132,146 |
| KU Peter Pan La Perouse Preschool | 106,295 |
| KU Peter Pan Paddington Preschool | 92,717 |
| KU Petersham Preschool | 139,322 |
| KU Phoenix Preschool | 100,829 |
| KU Randwick-Coogee Preschool | 158,239 |
| KU Revesby Preschool | 73,223 |
| KU Rushcutters Bay Preschool | 99,426 |
| KU Rydalmere Preschool | 72,381 |
| KU Saddington Street Preschool | 25,124 |
| KU Shalvey Preschool | 201,719 |
| KU South Turramurra Preschool | 56,238 |
| KU St Ives Barra-Bruil Preschool | 91,643 |
| KU Sunbeam Preschool | 121,976 |
| KU Sutherland Preschool | 100,709 |
| KU Swansea Preschool | 90,047 |
| KU Wahroonga Preschool | 95,854 |
| KU Wentworthville Preschool | 78,284 |
| 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 |
| Kulai Preschool Aboriginal Corporation | |
| Kulai Preschool | 149,086 |
| Kunghur Community Preschool Inc | |
| Kunghur Community Preschool | 50,890 |
| Kurnell Preschool Kindergarten Inc | |
| Kurnell Preschool Kindergarten | 71,851 |
| Kurri Kurri Preschool | |
| Kurri Kurri Preschool | 150,012 |
| Kyogle Preschool & Outside School Hours Care Association Inc | |
| Kyogle Preschool | 91,817 |
| Lady Game Community Kindergarten Inc | |
| Lady Game Community Kindergarten | 89,191 |
| Lake Cargelligo District Community Children's Centre Association Inc | |
| Lake Cargelligo Preschool Kindergarten | 88,252 |
| Lalor Park Preschool Kindergarten Association Inc | |
| Lalor Park Preschool Kindergarten | 109,655 |
| Lane Cove Children's Centre | |
| Birralee Lane Cove Kindergarten | 188,446 |
| Lapstone Preschool Kindergarten Association Inc | |
| Lapstone Preschool | 74,220 |
| Larool Preschool Inc | |
| Larool Preschool | 101,315 |
| Lawrence Community Preschool Inc | |
| Lawrence Community Preschool | 27,791 |
| Lawson Community Preschool Assoc Inc | |
| Lawson Community Preschool | 103,945 |

Learning Links

| | |
|---|---------|
| Learning Links Preschool | 115,540 |
| Leeton Preschool Association | |
| Leeton Preschool | 176,350 |
| Lennox Head Community Preschool Inc | |
| Lennox Head Community Preschool | 112,482 |
| Lightning Ridge Preschool | |
| Lightning Ridge Preschool | 139,115 |
| Lilly Pilly Community Preschool Inc | |
| Lilly Pilly Community Preschool | 81,524 |
| Lindfield Montessori Society Inc | |
| Lindfield Montessori Preschool | 28,148 |
| Lismore Parish Centre Preschool Inc | |
| Parish Centre Preschool | 82,826 |
| Lismore Preschool Kindergarten Inc | |
| Lismore Preschool | 142,773 |
| Lithgow Rural Multi Purpose Child Care Assoc Inc | |
| Gumnut House Preschool – MPC | 95,865 |
| Little Yuin Preschool Aboriginal Corp | |
| Little Yuin Aboriginal Day Care Centre | 78,577 |
| Liverpool Districts Neighbourhood Centres Assoc | |
| Pied Piper Project | 88,774 |
| Lockhart Preschool Kindergarten Inc | |
| Lockhart Preschool Kindergarten | 43,377 |
| Long Flat Preschool | |
| Long Flat Preschool | 44,424 |
| Long Jetty Preschool | |
| Long Jetty Preschool | 140,794 |
| Lower Bucca Community Preschool Incorporated | |
| Lower Bucca Community Preschool | 70,757 |
| Lower Hunter Children's Activity Van Assoc Inc | |
| Cessnock Children's Activity Van | 76,416 |
| Lower Hunter Children's Activity Van | 94,663 |
| Lower Macleay Preschool Inc | |
| Lower Macleay Preschool | 141,294 |
| Lutheran Church of Australia Queensland District | |
| Grace Lutheran Preschool | 74,309 |
| Lyrebird Preschool Kindergarten – Nowra East Inc | |
| Lyrebird Preschool Kindergarten | 180,797 |
| Macarthur Preschool Kindergarten Association Inc | |
| Macarthur Preschool | 125,518 |
| Macleay Community Preschool Inc | |
| Macleay Community Preschool | 101,627 |
| Macquarie Hills Community Preschool Inc | |
| Macquarie Hills Community Preschool | 132,101 |
| Macquarie Preschools Cooperative Ltd | |
| Blackalls Park Preschool | 75,667 |
| Carey Bay Preschool | 93,412 |
| Toronto Community Preschool | 73,686 |
| Maitland Nursery School Inc | |
| Maitland Nursery School | 136,288 |
| Manildra Preschool Kindergarten Inc | |
| Manildra Preschool Kindergarten | 52,875 |
| Manilla Community Preschool Inc | |
| Manilla Community Preschool & Occasional Care | 94,150 |
| Manly Council | |
| Ivanhoe Park Preschool | 54,179 |
| Manly Community Preschool | 100,413 |
| Manly Vale Community Kindergarten Inc | |
| Manly Vale Community Kindergarten | 65,309 |
| Manly Warringah Montessori Society | |
| Farmhouse Montessori School | 53,694 |
| Marayong Preschool Kindergarten Inc | |
| Marayong Preschool Kindergarten | 108,989 |

Children's Services Program (cont.)

\$

| | | | | |
|--|---------|--|--|---------|
| Marrickville Council | | | Mudgee Preschool Centre | |
| Globe-Wilkins Preschool | 185,695 | | Mudgee Preschool Centre | 299,527 |
| Masada College | | | Mullumbimby Community Preschool Association Inc | |
| Masada Preschool | 94,843 | | Mullumbimby Community Preschool | 83,452 |
| Poppy Cottage Preschool | 45,880 | | Mulwala Preschool Inc | |
| Mathoura Preschool Inc | | | Mulwala Preschool Centre | 65,212 |
| Mathoura Preschool | 23,864 | | Murrin Bridge Preschool Association Inc | |
| Mayfield Central Community Preschool Kindergarten Ltd | | | Murrin Bridge Preschool | 99,075 |
| Mayfield Central Community Preschool | 127,019 | | Murrumbateman Early Childhood Centre Assoc Inc | |
| Medowie Community Preschool Inc | | | Murrumbateman Early Childhood Centre | 56,906 |
| Medowie Community Preschool | 73,083 | | Murrurundi Community Preschool | |
| Mendooran Preschool Inc | | | Murrurundi Community Preschool | 41,303 |
| Mendooran Preschool | 51,651 | | Muswellbrook Preschool Kindergarten Inc | |
| Menindee Children's Centre | | | Muswellbrook Preschool Kindergarten 1 | 175,435 |
| Menindee Children's Centre | 78,911 | | Muswellbrook Preschool Kindergarten 2 | 40,456 |
| Merriwa Preschool Kindergarten Association Inc | | | Nabiac & District Preschool Association Inc | |
| Merriwa Preschool Kindergarten | 65,952 | | Nabiac & District Preschool | 114,164 |
| Merrylands Christian Preschool Association Inc | | | Nambucca Heads Preschool Play Centre Pty Ltd | |
| St Thomas/St Annes Pre School | 154,086 | | Nambucca Heads Preschool | 172,201 |
| Milton Ulladulla Preschool Association | | | Nana Glen Preschool | |
| Milton Ulladulla Preschool | 186,991 | | Nana Glen Preschool | 76,911 |
| Mindaribba Local Aboriginal Land Council | | | Nanima Preschool Association Inc | |
| Mindaribba Local Aboriginal Land Council Preschool | 93,218 | | Nanima Preschool | 99,115 |
| Mingoola Preschool Inc | | | Narooma Preschool Kindergarten Association Inc | |
| Mingoola Preschool | 53,793 | | Narooma Preschool Kindergarten | 115,245 |
| Minimbah Preschool, Primary School Aboriginal Corporation | | | Narrabeen Community Kindergarten Inc | |
| Minimbah Preschool | 146,527 | | Narrabeen Community Kindergarten | 94,326 |
| Miranda Kindergarten Association Inc | | | Narromine Preschool Kindergarten | |
| Miranda Kindergarten | 143,049 | | Narromine Preschool Kindergarten | 142,086 |
| Mission Australia | | | Narwee Preschool Kindergarten Inc | |
| Miller Community Preschool & Early Intervention Support | 173,302 | | Narwee Preschool Kindergarten | 109,072 |
| Rossmore Community Preschool | 85,572 | | Newcastle Baptist Community Preschool Inc | |
| Mittagong Preschool Kindergarten Inc | | | Newcastle Baptist Community Preschool | 67,229 |
| Mittagong Preschool Kindergarten | 116,825 | | Ngayaamba Waluura Aboriginal Corporation | |
| Moama & District Preschool Centre Inc | | | Gilguy Gamambi Preschool | 110,266 |
| Moama & District Preschool | 119,402 | | Nimbin Preschool & Child Care Association Inc | |
| Molong & District Preschool Association | | | Nimbin Preschool | 82,660 |
| Molong & District Preschool | 76,553 | | Nimmitabel Preschool Inc | |
| Monaro Mobile Preschool Inc | | | Nimmitabel Preschool | 43,645 |
| Monaro Mobile Preschool | 119,305 | | Nords Wharf Community Preschool | |
| Moree Preschool Inc | | | Nords Wharf Community Preschool | 71,902 |
| Moree Preschool | 127,407 | | Normanhurst West Community Preschool | |
| Moresby Park Preschool Inc | | | Normanhurst West Community Preschool | 28,575 |
| Moresby Park Preschool | 105,777 | | North Brighton Preschool | |
| Moriah War Memorial College Association | | | North Brighton Preschool | 98,383 |
| Moriah College Preschool: John I Einfeld Campus | 126,280 | | North Epping Kindergarten | |
| Moriah Preschool Kindergarten | 136,554 | | North Epping Kindergarten Preschool | 91,353 |
| Mortdale/Oatley Baptist Church | | | North Rocks Preschool Inc | |
| Minooka Preschool Centre | 102,713 | | North Rocks Preschool | 95,781 |
| Moruya Preschool Kindergarten Inc | | | North Ryde Community Preschool | |
| Moruya Preschool Kindergarten | 94,491 | | North Ryde Community Preschool | 101,857 |
| Moulamein Preschool Inc | | | North Shore Temple Emanuel | |
| Moulamein Preschool | 31,356 | | Martin & Emma Hannes Preschool | 69,960 |
| Mount Sinai College | | | North St Marys Neighbourhood Centre Inc | |
| Mount Sinai College Preschool | 94,793 | | North St Marys Community Preschool | 112,851 |
| Mount Warning Preschool | | | North St Marys Preschool | 16,119 |
| Mount Warning Preschool | 87,312 | | Northside Baptist Preschool – Northbridge | |
| Mount Zion Board of Trustees | | | Northside Baptist Preschool | 90,686 |
| Mount Zion War Memorial Kindergarten | 124,903 | | Northside Montessori Society | |
| Mountain Preschool Lowanna Inc | | | Stepping Stones Montessori Preschool | 68,218 |
| Mountain Preschool Lowanna | 50,717 | | Norwood Community Preschool | |
| | | | Norwood Community Preschool | 64,159 |

Children's Services Program (cont.)

\$

| | | | |
|--|---------|--|--|
| Oberon Children's Centre Inc | | | |
| Oberon Children's Centre | 65,874 | | |
| Ocean Shores Preschool Inc | | | |
| Ocean Shores Preschool | 76,190 | | |
| Old Bar Community Preschool | | | |
| Old Bar Community Preschool | 99,352 | | |
| Ooranga Family Mobile Resource Unit Assoc Inc | | | |
| Ooranga Mobile Early Childhood Service | 190,074 | | |
| Orama Preschool Association | | | |
| Orama Preschool | 127,358 | | |
| Orana Community Preschool Inc | | | |
| Orana Community Preschool | 88,489 | | |
| Orange Preschool Kindergarten Ltd | | | |
| Orange Preschool Kindergarten | 142,404 | | |
| Orient Point Community Preschool Inc | | | |
| Orient Point Community Preschool | 93,417 | | |
| Our Lady Queen of Peace Parish | | | |
| Our Lady Queen of Peace Parish Preschool | 53,042 | | |
| Palm Beach War Memorial Kindergarten Inc | | | |
| Palm Beach War Memorial Kindergarten | 63,194 | | |
| Pambula Preschool Kindergarten Association Inc | | | |
| Pambula NS-RMPC Preschool | 54,881 | | |
| Pambula Preschool Kindergarten | 112,324 | | |
| Parkes Early Childhood Centre Inc | | | |
| Parkes Multi-Purpose Preschool – MPC | 172,062 | | |
| Parklands Community Preschool & Children's Centre Inc | | | |
| Parklands Community Preschool & Children's Centre | 146,857 | | |
| Paterson Preschool Inc | | | |
| Paterson Preschool | 64,120 | | |
| Peak Hill Preschool Kindergarten Inc | | | |
| Peak Hill Preschool Kindergarten | 77,452 | | |
| Peninsula Montessori Association | | | |
| Forestville Montessori Preschool | 68,464 | | |
| Pennant Hills War Memorial Children's Centre | | | |
| Pennant Hills War Memorial Children's Centre | 134,310 | | |
| Penrith City Council | | | |
| Cooinda Preschool | 106,214 | | |
| Grays Lane Preschool | 78,801 | | |
| Gumbirra Preschool | 139,312 | | |
| Koolyangarra Children's Centre | 115,876 | | |
| Mountains to Meadows Mobile Preschool | 69,303 | | |
| Rainbow Cottage Preschool | 77,950 | | |
| St Marys Preschool Kindergarten | 89,545 | | |
| Tandara Preschool | 95,950 | | |
| Periwinkle Children's Centre | | | |
| Periwinkle Preschool | 57,472 | | |
| Peter Pan Preschool Kindergarten – Tamworth Inc | | | |
| Peter Pan Preschool Kindergarten – Tamworth | 124,541 | | |
| Peter Pan Preschool Wollongong Inc | | | |
| Peter Pan Preschool – Wollongong | 67,288 | | |
| Peter Rabbit Community Preschool Inc | | | |
| Peter Rabbit Community Preschool | 47,944 | | |
| Picton Preschool Kindergarten Ltd | | | |
| Picton Preschool | 106,501 | | |
| Pied Piper Preschool Association – Wallerawang Inc | | | |
| Pied Piper Preschool – MPC | 127,482 | | |
| Pippies Early Childhood Centre Inc | | | |
| Pippies Multi Purpose Centre Preschool | 82,354 | | |
| Pius X Aboriginal Corporation | | | |
| Kiah Preschool | 160,216 | | |
| Playtime Preschool Centre Inc | | | |
| Playtime Preschool Centre | 65,639 | | |
| Pleasant Hills Preschool Kindergarten Inc | | | |
| Pleasant Hills Preschool Kindergarten | 40,169 | | |
| Ponyara Preschool Kindergarten Association Ltd | | | |
| Ponyara Preschool | 68,391 | | |
| Pooncarie Public School Parents & Citizens Assoc Inc | | | |
| Pooncarie Preschool | 7,441 | | |
| Port Macquarie Community Preschool Ltd | | | |
| Port Macquarie Community Preschool | 249,998 | | |
| Port Macquarie Preschool Annexe | 84,822 | | |
| Port Stephens Council | | | |
| Port Stephens Activity Van | 158,218 | | |
| Possum's Community Preschool Association Inc | | | |
| Possum's Community Preschool | 80,792 | | |
| Possums' Den Coffs Harbour Inc | | | |
| Possums' Den Preschool | 26,999 | | |
| Pottsville Community Preschool Inc | | | |
| Pottsville Community Preschool | 95,294 | | |
| Project Enrichment of Childhood Preschool Bourke Inc | | | |
| PEOC Bourke Preschool | 99,080 | | |
| Pymble/Turramurra Kindergarten Inc | | | |
| Pymble/Turramurra Kindergarten | 108,836 | | |
| Queanbeyan & District Preschool Association | | | |
| Harris Park Preschool | 128,646 | | |
| Jingera Preschool | 39,716 | | |
| Karabar Preschool | 82,008 | | |
| Waratah Preschool | 87,827 | | |
| Quirindi Preschool Kindergarten Inc | | | |
| Quirindi Preschool | 89,594 | | |
| Rainbow Playhouse Preschool Inc | | | |
| Rainbow Playhouse Preschool | 70,086 | | |
| Rainbow Preschool Association Inc | | | |
| Rainbow Preschool – Broken Hill | 150,436 | | |
| Raymond Terrace Community Preschool Inc | | | |
| Raymond Terrace Community Preschool | 197,771 | | |
| Redhead Community Preschool Inc | | | |
| Redhead Community Preschool | 85,917 | | |
| Richmond Hill Community Preschool Inc | | | |
| Richmond Hill Community Preschool | 50,512 | | |
| Richmond Preschool Kindergarten Assoc Inc | | | |
| Richmond Preschool | 108,233 | | |
| Riverina Children's Activity Van Inc | | | |
| Riverina Children's Activity Van | 103,155 | | |
| Riverside Preschool Incorporated | | | |
| Riverside Preschool | 14,704 | | |
| Riverwood Community Centre Inc | | | |
| Riverwood Children's Centre | 141,211 | | |
| Robertson Preschool Kindergarten Inc | | | |
| Robertson Preschool Kindergarten | 85,762 | | |
| Rocky Hall Preschool Association | | | |
| Rocky Hall Preschool | 39,413 | | |
| Rosebank Community Preschool Inc | | | |
| Rosebank Community Preschool | 59,807 | | |
| Rosellas Community Preschool Inc | | | |
| Rosellas Community Preschool | 128,275 | | |
| Ross Circuit Preschool Centre Inc | | | |
| Ross Circuit Preschool Centre | 200,377 | | |
| Rowena Preschool Inc | | | |
| Rowena Preschool | 27,801 | | |
| Royal Institute for Deaf and Blind Children | | | |
| RIDBC (Hunter) Preschool | 47,324 | | |
| RIDBC (Nepean) Preschool | 46,977 | | |
| Roberta Reid Preschool | 16,978 | | |
| Rockie Woofit Preschool | 60,920 | | |
| VisionEd Preschool | 22,581 | | |

Children's Services Program (cont.)

\$

| | | | |
|--|---------|---|---------|
| Rylstone Kandos Preschool Inc | | | |
| Rylstone Kandos Preschool | 95,454 | St Peters Preschool Inc | 110,928 |
| Samaritans Youth Services | | St Peters Preschool | |
| Woodberry Early Learning Centre | 135,350 | St Peter's Preschool Ltd | 120,680 |
| Sans Souci Community Preschool Association Inc | | St Peter's Preschool – Armidale | |
| Sans Souci Preschool | 159,918 | St Peter's Preschool Tamworth Inc | 145,179 |
| Scone & District Preschool Inc | | St Peter's Preschool Tamworth Inc | |
| Scone & District Preschool | 154,306 | St Stephen's Belrose Kindergarten Inc | 144,859 |
| SDN Children's Services Inc | | St Stephen's Belrose Kindergarten | |
| Batemans Bay Preschool | 110,716 | St Stephen's Preschool Inc | 57,398 |
| Crookwell Preschool | 93,195 | St Stephen's Preschool | |
| Shared Vision Aboriginal Corporation | | St Stephens Preschool Kindergarten Inc | 94,860 |
| Jarjum Preschool | 107,432 | St Stephens Preschool Kindergarten | |
| Shoalhaven Community Preschool Inc | | St Therese Community Preschool Inc | 52,909 |
| Shoalhaven Community Preschool | 145,901 | St Therese Community Preschool | |
| Singleton Council | | Strathfield & District Hebrew Congregation Yolanda Kramer Kindergarten | 97,898 |
| Singleton Mobile Preschool | 81,721 | Yolanda Kramer Kindergarten | |
| Singleton Heights Preschool Inc | | Stroud Neighbourhood Children's Cooperative | 55,516 |
| Singleton Heights Preschool | 107,532 | Stroud Neighbourhood Children's Preschool | |
| Singleton Preschool Inc | | Stuarts Point Preschool Association Inc | 89,063 |
| Singleton Preschool | 163,884 | Stuarts Point Preschool | |
| SOS Preschool Ltd | | Sugartowns Community Preschool Inc | 55,813 |
| SOS Preschool | 87,797 | Sugartowns Community Preschool | |
| South West Rocks Preschool Inc | | Sun Valley Preschool Kindergarten | 51,274 |
| South West Rocks Preschool | 143,420 | Sun Valley Preschool Kindergarten | |
| Southside Montessori Preschool | | Sutherland Shire Montessori Society | 68,689 |
| Southside Montessori Preschool | 61,077 | Montessori Children's World | |
| Springdale Heights Preschool Inc | | Tabulam & District Community Preschool Inc | 87,362 |
| Springdale Heights Preschool | 65,292 | Tabulam & District Preschool | |
| Springwood & District Preschool Kindergarten | | Tamworth Montessori Association Inc | 58,874 |
| Springwood & District Preschool Kindergarten | 106,181 | Tamworth Montessori Preschool | |
| St Andrew's Kindergarten Abbotsford Inc | | Tarago Preschool Association Inc | 36,042 |
| St Andrew's Kindergarten – Abbotsford | 72,572 | Tarago Preschool | |
| St Dunstons Preschool Kindergarten Inc | | Taree & District Preschool Ltd | 213,922 |
| St Dunstons Preschool Kindergarten | 95,307 | Taree & District Preschool | |
| St George Preschool (Marsfield) Inc | | Tathra Children's Services Association Inc | 107,310 |
| St George Preschool – Marsfield | 90,370 | Tathra Children's Services | |
| St Ives Preschool | | Tea Gardens/Hawks Nest Preschool Kindergarten Inc | 72,788 |
| St Ives Preschool Kindergarten | 92,323 | Tea Gardens/Hawks Nest Preschool Kindergarten | |
| St John's North Ryde Preschool Association Inc | | Temora Preschool Kindergarten Inc | 121,490 |
| St John's Preschool – North Ryde | 94,906 | Temora Preschool Kindergarten | |
| St John's Preschool Ashfield Inc | | Temple Emanuel Woollahra Kindergarten Inc | 136,024 |
| St John's Preschool – Ashfield | 114,595 | Temple Emanuel Woollahra Kindergarten | |
| St Luke's Preschool Dapto Inc | | Tenterfield Preschool Kindergarten Inc | 143,093 |
| St Luke's Preschool – Dapto | 127,537 | Tenterfield Preschool | |
| St Lukes Preschool Northmead Inc | | Terrey Hills Community Kindergarten | 70,580 |
| St Lukes Preschool – Northmead | 73,514 | Terrey Hills Community Kindergarten | |
| St Marks Brighton-le-Sands Preschool Kindergarten Inc | | The Armidale Church of Christ Adventureland Preschool Inc | 78,694 |
| St Mark's Preschool – Brighton-le-Sands | 68,039 | Adventureland Preschool | |
| St Mark's Northbridge Kindergarten Inc | | The Armidale Waldorf School Ltd | 45,531 |
| St Mark's Northbridge Kindergarten | 112,234 | Boongaia Preschool | |
| St Mark's Preschool Avalon Inc | | The Basin Preschool | 141,977 |
| St Mark's Preschool Avalon | 66,896 | The Basin Preschool | |
| St Mark's Preschool Inc – Hurstville South | | The Channon Children's Centre Inc | 58,789 |
| St Mark's Preschool – Hurstville South | 55,249 | The Channon Preschool | |
| St Mary's Community Preschool Casino Inc | | The Cubbyhouse Preschool & Occasional Care Centre Inc | 37,664 |
| St Mary's Community Preschool – Casino | 147,888 | The Cubby House Preschool | |
| St Marys Guildford Preschool | | The Entrance Preschool Kindergarten Association Inc | 146,437 |
| St Marys Guildford Preschool | 130,322 | The Entrance Preschool Kindergarten | |
| St Mary's North Tamworth Preschool Inc | | The Factory Community Centre Inc | 73,909 |
| St Mary's North Tamworth Preschool | 89,647 | Poet's Corner Kindergarten | |
| | | The Guardian Angel Preschool Kindergarten Inc | 18,800 |
| | | The Guardian Angel Preschool | |

Children's Services Program (cont.)



| | | | |
|--|---------|---------|--|
| The GyMEA Nursery School & Kindergarten Cooperative Society Ltd | | | |
| GyMEA Community Preschool | 105,994 | | |
| The Hills Community Kindergarten Inc | | | |
| The Hills Community Kindergarten | 95,061 | | |
| The Infants Home Ashfield | | | |
| The Infants Home Learning and Development Centre Johnson House 2-6's | 67,449 | | |
| The Jack & Jill Kindergarten – Hornsby | | | |
| The Jack & Jill Kindergarten – Hornsby | 99,924 | | |
| The Killarney School Ltd | | | |
| The Killarney School | 52,142 | | |
| The Little School | | | |
| The Little School | 37,913 | | |
| The Northern Nursery School Ltd | | | |
| The Northern Nursery School | 134,445 | | |
| The Oaks Preschool Kindergarten Cooperative Ltd | | | |
| The Oaks Preschool | 101,509 | | |
| The Point Preschool Inc | | | |
| The Point Preschool | 51,890 | | |
| The Presbyterian Church (NSW) Property Trust | | | |
| Elizabeth Chifley Memorial Preschool | 117,193 | | |
| Sutherland Presbyterian Church Preschool | 41,777 | | |
| Tregear Presbyterian Kindergarten | 177,740 | | |
| Windsor Presbyterian Preschool Kindergarten | 90,712 | | |
| The Rock Preschool Inc | | | |
| The Rock Preschool | 37,404 | | |
| The Scots School – Albury | | | |
| Scots Preschool Centre | 65,120 | | |
| The Shepherd Centre | | | |
| The Annette Shepherd Centre Preschool – Casula | 28,063 | | |
| Wollongong Shepherd Preschool | 21,596 | | |
| The Sydney Montessori Society | | | |
| The Children's House Montessori Preschool – North Ryde | 57,293 | | |
| The Tower Preschool – Jiggi | | | |
| The Tower Preschool – Jiggi | 42,272 | | |
| The Uniting Church in Aust Property Trust (NSW) | | | |
| Adamstown Heights Preschool | 96,191 | | |
| Burwood Uniting Church Kindergarten | 124,084 | | |
| Caringbah Uniting Church Preschool | 50,366 | | |
| Carlton Uniting Care Preschool | 104,793 | | |
| Caves Beach Uniting Preschool | 115,346 | | |
| Children With Challenging Behaviours | 8,568 | | |
| Earlwood Uniting Church Preschool | 145,623 | | |
| Ermington Uniting Church Preschool | 75,084 | | |
| Forestville Preschool Kindergarten | 195,141 | | |
| Harold Wheen Preschool | 124,969 | | |
| Mayflower Preschool Kindergarten | 70,731 | | |
| Murwillumbah Unitingcare Preschool | 65,927 | | |
| North Rocks Uniting Church Preschool Kindergarten | 54,675 | | |
| Prince Street Jack & Jill Preschool | 72,880 | | |
| Shirley Road Preschool | 57,754 | | |
| St Columba Uniting Church Preschool | 72,247 | | |
| St Lukes Preschool – Belmont North | 145,171 | | |
| St Matthews Preschool Kindergarten – Baulkham Hills | 136,550 | | |
| Susanna Children's Centre Preschool | 11,920 | | |
| The Cottage Family Care Centre Preschool | 177,181 | | |
| The Forest Preschool Kindergarten | 134,549 | | |
| Treetops Preschool | 118,940 | | |
| Wesley Preschool Kindergarten | 90,963 | | |
| Thredbo Early Childhood Centre Inc | | | |
| Thredbo Preschool | 29,293 | | |
| Thurgoona Preschool Inc | | | |
| Thurgoona Preschool | 92,224 | | |
| Tibooburra Multi Purpose Centre Inc | | | |
| Tibooburra Multi Purpose Centre Preschool | 33,664 | | |
| Tocumwal Preschool Kindergarten Inc | | | |
| Tocumwal Preschool | | 57,850 | |
| Tooleybuc Preschool Association Inc | | | |
| Tooleybuc Preschool | | 62,188 | |
| Tooraweenah Preschool Association Inc | | | |
| Tooraweenah Preschool | | 48,783 | |
| Toormina Community Preschool Inc | | | |
| Toormina Community Preschool | | 133,378 | |
| Tottenham Preschool Kindergarten Assoc Inc | | | |
| Tottenham Preschool | | 57,995 | |
| Toukley Preschool Kindergarten Inc | | | |
| Toukley Preschool Kindergarten | | 140,756 | |
| Trangie Preschool Kindergarten Association Inc | | | |
| Trangie Preschool | | 85,341 | |
| Trinity Preschool Kindergarten Ltd | | | |
| Trinity Preschool Kindergarten | | 230,070 | |
| Trundle Children's Centre Inc | | | |
| Trundle Preschool Kindergarten | | 39,107 | |
| Trustees of the Christian Brothers | | | |
| Waterford Preschool | | 46,410 | |
| Trustees Roman Catholic Church Diocese of Lismore | | | |
| St Joseph's Preschool – Laurieton | | 159,157 | |
| St Joseph's Preschool – Port Macquarie | | 242,308 | |
| Tullamore Preschool & Child Care Centre Inc | | | |
| Tullamore Preschool | | 46,843 | |
| Tumut Preschool Cooperative Society Ltd | | | |
| Tumut Preschool | | 135,604 | |
| Tunttable Falls Early Childhood Centre Inc | | | |
| Tunttable Falls Early Childhood Centre | | 66,365 | |
| Tweed Heads Community Preschool Inc | | | |
| Tweed Heads Community Preschool | | 63,744 | |
| Upper Macleay Preschool Inc | | | |
| Upper Macleay Preschool | | 126,594 | |
| Uralla Preschool Kindergarten Inc | | | |
| Uralla Preschool | | 96,892 | |
| Urana Shire Council | | | |
| Urana Shire Mobile Preschool | | 66,826 | |
| Uranquinty Preschool Association Inc | | | |
| Uranquinty Preschool | | 24,154 | |
| Urunga Community Preschool Inc | | | |
| Urunga Preschool | | 92,200 | |
| Valla Community Preschool Inc | | | |
| Valla Community Preschool | | 117,197 | |
| Valley Preschool Inc | | | |
| Valley Preschool | | 38,926 | |
| Wakool Preschool Inc | | | |
| Wakool Preschool | | 43,626 | |
| Walcha Council | | | |
| Walcha Preschool | | 121,404 | |
| Walgett Preschool and Long Day Care Centre Inc | | | |
| Coolibah Kids | | 59,242 | |
| Wallsend Community Preschool | | | |
| Wallsend Community Preschool | | 137,098 | |
| Wallum Community Preschool and Family Centre Inc | | | |
| Wallum Community Preschool & Family Centre | | 154,894 | |
| Walsingham Community Preschool Inc | | | |
| Walsingham Community Preschool | | 84,184 | |
| Wangi Peter Pan Kindergarten Inc | | | |
| Wangi Peter Pan Kindergarten | | 88,441 | |
| Warialda Preschool Inc | | | |
| Warialda Preschool | | 71,357 | |
| Warilla Baptist Preschool | | | |
| Warilla Baptist Preschool | | 62,444 | |

Children's Services Program (cont.)

\$

| | |
|--|---------|
| Warragamba Preschool Inc | |
| Warragamba Preschool | 124,594 |
| Warren Preschool Kindergarten | |
| Warren Preschool Kindergarten | 135,629 |
| Warrumbungle Shire Council | |
| Connect Five Children's Services | 170,850 |
| Wauchope Preschool Kindergarten Inc | |
| Wauchope Preschool | 140,490 |
| Wee Waa & District Preschool Association Inc | |
| Wee Waa & District Preschool | 99,371 |
| Wellington Community Children's Centre Inc | |
| Wellington Community Children's Centre | 167,280 |
| Wentworth District Preschool Play Centre Inc | |
| Wentworth District Preschool Play Centre | 82,867 |
| Wentworth Falls Preschool Kindergarten | |
| Wentworth Falls Preschool Kindergarten | 84,478 |
| Werris Creek & District Preschool Association Inc | |
| Werris Creek & District Preschool | 125,932 |
| West Albury Preschool Centre Inc | |
| West Albury Preschool Centre | 141,730 |
| West Bathurst Preschool Inc | |
| West Bathurst Preschool | 134,984 |
| West Epping Preschool Association Inc | |
| West Epping Preschool Kindergarten | 92,790 |
| Westlawn Preschool Inc | |
| Westlawn Preschool | 72,697 |
| Weston Community Preschool Inc | |
| Weston Community Preschool | 120,472 |
| Wilberforce Preschool Kindergarten Inc | |
| Wilberforce Preschool Kindergarten | 71,354 |
| Williams River Community Preschool Assoc Inc | |
| Clarence Town Preschool | 71,923 |
| Seaham Preschool | 69,333 |
| Wallalong Preschool | 49,682 |
| Williamtown Preschool Inc | |
| Williamtown Preschool | 86,220 |
| Willoughby Community Preschool Inc | |
| Willoughby Community Preschool | 107,444 |
| Willow Tree Preschool Inc | |
| Willow Tree Preschool | 46,254 |
| Wilsons Creek Community Preschool Inc | |
| Wilsons Creek Community Preschool | 58,158 |
| Windsor Preschool Association Inc | |
| Windsor Preschool | 133,091 |
| Wingham & District Preschool Kindergarten Ltd | |
| Wingham & District Mobile Preschool Unit | 118,059 |
| Wingham & District Preschool | 118,245 |
| Winmalee District Preschool Kindergarten | |
| Winmalee District Preschool Kindergarten | 97,698 |
| Wirraway Preschool | |
| Wirraway Preschool | 135,626 |
| Wollondilly Mobile Preschool Association Inc | |
| Wollondilly Mobile Preschool | 104,254 |
| Wollongbar Community Preschool | |
| Wollongbar Community Preschool | 67,088 |
| Woodenbong Preschool Kindergarten Inc | |
| Woodenbong Preschool | 57,171 |
| Woollahra Preschool | |
| Woollahra Municipal Preschool | 136,198 |
| Woomera Aboriginal Corporation Albury | |
| Koori Kindermanna Preschool | 85,519 |

| | |
|--|---------|
| Woy Woy Peninsula Child Care Centre Cooperative | |
| Woy Woy Peninsula Preschool | 49,148 |
| Wunanbiri Preschool Inc | |
| Wunanbiri Preschool | 129,205 |
| Wyong Preschool Kindergarten Association Inc | |
| Wyong Preschool | 178,133 |
| Yamba Community Preschool Inc | |
| Yamba Preschool | 101,908 |
| Yarrabin Outreach Inc | |
| Nyngan Preschool | 100,197 |
| Yass Early Childhood Centre Association | |
| Yass Early Childhood Centre | 112,210 |
| Yass Montessori Preschool Inc | |
| Yass Montessori Preschool | 36,889 |
| Yenda Preschool Kindergarten Inc | |
| Yenda Preschool Kindergarten | 71,529 |
| Yeoval Preschool Inc | |
| Yeoval Preschool | 69,706 |
| YMCA | |
| Bankstown City YMCA Preschool Kindergarten | 76,774 |
| Young Preschool Kindergarten Inc | |
| Young Preschool Kindergarten | 156,172 |

Vacation Care

| | |
|--|--------|
| Abbotsford Community Centre Inc | |
| Abbotsford Vacation Care | 6,371 |
| Andalini Services Inc | |
| Andalini Special School Vacation Care Project | 5,480 |
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| St Saviour's Neighbourhood Centre Vacation Care | 4,113 |
| Annandale North Out of School Hours Care Assoc | |
| Annandale North Out of School Hours Care | 8,055 |
| Amidale and Region Aboriginal Cultural Centre and Keeping Place | |
| Holiday Cultural Activities Program | 8,668 |
| Australian Turkish & Kurdish Community Services Cooperative Ltd | |
| Auburn Vacation Care | 10,463 |
| Avalon School Parents & Citizens Association Inc | |
| Avalon School Out of School Hours Care | 10,400 |
| Awabakal Newcastle Aboriginal Cooperative Ltd | |
| Aboriginal Cultural Camps | 8,828 |
| Ballina & District Community Services Assoc Inc | |
| Lennox Head & Wardell Vacation Care | 7,660 |
| Balmain East Out of School Care Inc | |
| Balmain East Vacation Care | 5,493 |
| Barnardos Australia | |
| Barnardos Penrith Vacation Care | 17,184 |
| Warrawong Vacation Care | 18,061 |
| Bathurst Regional Council | |
| Bathurst Vacation Care Centre | 9,494 |
| DIAS Vacation Care Project 1 | 1,013 |
| DIAS Vacation Care Project 2 | 2,728 |
| Baulkham Hills Before & After and Vacation Care | |
| Baulkham Hills Before & After School Care | 14,277 |
| Bellingen Shire Family & Children's Services Inc | |
| Bellingen Vacation Care | 4,026 |
| Coffs Harbour Vacation Care | 10,848 |
| Woolgoolga Vacation Care | 6,447 |
| Berkeley Vale Neighbourhood Centre | |
| Berkeley Vale Vacation Care | 10,431 |
| Blacktown South Children's Activities Centre Inc | |
| Blacktown South Children's Activities Centre Vacation Care | 10,694 |
| Bland Shire Council | |
| Bland Shire Children's Services Vacation Care Program | 8,921 |

Children's Services Program (cont.)

\$

| | | | |
|---|--------|--------|--|
| Bligh Park Community Services Inc | | | |
| Bligh Park Vacation Care | 12,939 | | |
| Blue Mountains City Council | | | |
| Blackheath Vacation Care | 4,777 | | |
| Brewarrina Shire Council | | | |
| Brewarrina Shire Vacation Care | 5,730 | | |
| Bronte After Care Committee Inc | | | |
| Bronte Vacation Care Centre | 7,849 | | |
| Byron Shire Council | | | |
| Brunswick Heads Vacation Care | 8,902 | | |
| Byron Bay Vacation Care | 5,254 | | |
| Campbelltown City Council | | | |
| Namut Vacation Care | 3,600 | | |
| Raby Outside School Hours Care | 4,348 | | |
| Carlingford West OOSH Centre Inc | | | |
| Carlingford West Vacation Centre | 14,277 | | |
| Casino Neighbourhood Centre Inc | | | |
| Casino Vacation Care | 13,579 | | |
| Centacare | | | |
| Centacare Vacation Care | 9,520 | | |
| Central West Family Support Group Inc | | | |
| Murrin Bridge Vacation Care | 4,208 | | |
| Cessnock Multi Purpose Children's Centre Ltd | | | |
| Cessnock Vacation Care Centre No 1 | 16,060 | | |
| Cessnock Vacation Care Centre No 2 | 16,060 | | |
| Chester Hill Neighbourhood Centre Inc | | | |
| Chester Hill Neighbourhood Centre Vacation Care | 15,031 | | |
| Chinese Australian Services Society Coop Ltd | | | |
| Campsie Vacation Care | 6,517 | | |
| Church of England Children's Homes | | | |
| Croydon Park Vacation Care | 11,434 | | |
| Innovative Out of School Hours – Cool Care | 9,406 | | |
| Weldon Centre Vacation Care | 14,270 | | |
| City of Albury Council | | | |
| Albury Vacation Care | 19,423 | | |
| Glenroy North Albury Out of School Hours Program | 19,380 | | |
| St Patrick's School Vacation Care Program | 9,776 | | |
| City of Ryde Council | | | |
| Gladesville Vacation Care | 15,787 | | |
| Truscott Street Vacation Care Program | 15,787 | | |
| West Ryde Vacation Care Program | 15,787 | | |
| Clarence Valley Council | | | |
| Maclean Vacation Care | 6,920 | | |
| Yamba Vacation Care | 6,920 | | |
| Clovelly Out of School Care | | | |
| Clovelly Out of School Care | 7,130 | | |
| Coledale Community Group Inc | | | |
| Coledale Vacation Care | 4,231 | | |
| Community Activities Lake Macquarie Inc | | | |
| Bolton Point Vacation Care | 5,967 | | |
| Boolaroo Vacation Care | 6,684 | | |
| Cardiff Vacation Care | 7,156 | | |
| Coogee Care Centre | | | |
| Coogee Vacation Care | 3,675 | | |
| Coonamble Shire Council | | | |
| Coonamble Vacation Care Centre | 5,726 | | |
| Coowarra Cottage | | | |
| Coowarra Out of School Hours Care Service | 7,523 | | |
| Coptic Orthodox Church – Sydenham | | | |
| St Mary & St Mina's Vacation Care | 5,175 | | |
| Creating Links Cooperative Ltd | | | |
| Bankstown Vacation Care – BCSC | 9,475 | | |
| Cringila Community Cooperative | | | |
| Cringila Vacation Care Project | | 7,616 | |
| Crookwell Neighbourhood Centre Inc | | | |
| Crookwell Vacation Care | | 6,301 | |
| Dandaloo Gayngil Aboriginal Corporation Inc | | | |
| Dandaloo Gayngil Vacation Care – Toomelah | | 13,951 | |
| Darlington Aftercare Association Inc | | | |
| Darlington Vacation Care | | 7,837 | |
| Department of Education & Training | | | |
| Macquarie Fields Vacation Care Program | | 8,219 | |
| Department of Health | | | |
| Gloucester Vacation Activities Centre | | 2,347 | |
| Westmead Hospital Vacation Activity Centre | | 10,418 | |
| Dubbo Neighbourhood Centre Incorporated | | | |
| Pipe Band Hall Vacation Care Centre | | 5,544 | |
| South Vacation Care Centre | | 5,548 | |
| Dungog Information & Neighbourhood Service | | | |
| Clarence Town Vacation Care | | 7,211 | |
| Eaglevale Community Development Association Inc | | | |
| Eaglevale Vacation Care | | 6,973 | |
| Eastern Respite & Recreation | | | |
| Holiday Program | | 14,353 | |
| Ermington West OOSH Care Inc | | | |
| Ermington West OOSH Care | | 8,707 | |
| Ethnic Child Care Family & Community Services Coop | | | |
| Multicultural Respite Service Mobile Vacation Care | | 39,175 | |
| Eurobodalla Shire Council | | | |
| Narooma Vacation Care | | 4,777 | |
| Fairfield Community Resource Centre | | | |
| Allambie Road Vacation Care | | 13,689 | |
| St John's Park Vacation Care | | 8,424 | |
| Federation of NSW Police-Citizens Youth Clubs | | | |
| 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 | |
| Forest Hill Outside School Hours Care Inc | | | |
| Forest Hill OSHC – Vacation Care | | 9,696 | |
| Forest Lodge After School Care Association Inc | | | |
| Forest Lodge Vacation Care | | 9,574 | |
| Georges River Community Service Inc | | | |
| Georges River Community Service Vacation Care Centre | | 4,229 | |
| Glebe School Childcare Centre Inc | | | |
| Glebe Vacation Care | | 20,906 | |
| Gosford City Council | | | |
| 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 | |
| Granville Multicultural Community Centre Inc | | | |
| Granville Multicultural Centre Vacation Care | | 9,553 | |
| Great Lakes Council | | | |
| Great Lakes Vacation Care | | 7,221 | |
| Greek Welfare Centre | | | |
| Kogarah Vacation Care Centre | | 7,147 | |
| Parramatta Vacation Care | | 11,847 | |
| Undercliffe Vacation Care Centre | | 8,101 | |
| Griffith Youth Support Services Inc | | | |
| Griffith Youth Support Vacation Care | | 7,488 | |
| Gundagai Neighbourhood Centre Inc | | | |
| Gundagai Vacation Care | | 6,552 | |
| Gwydir Shire Council | | | |
| Bingara Vacation Care | | 8,108 | |

Children's Services Program (cont.)

\$

| | | | |
|---|--------|--|--|
| Hawkesbury City Council | | | |
| Forgotten Valley Vacation Care | 3,061 | | |
| Hawkesbury Community Outreach Services Inc | | | |
| Kurrajong Vacation Care | 6,481 | | |
| Holroyd City Council | | | |
| 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 | | |
| Holy Family Services | | | |
| Holy Family Children's Centre | 7,432 | | |
| Illawarra Children's Services Ltd | | | |
| Illawarra Vacation Care for Children with Special Needs | 63,345 | | |
| Imlay Special Needs Group Inc | | | |
| Eden Vacation Care Centre | 9,387 | | |
| Inverell District Family Services Inc | | | |
| Inverell Vacation Care | 15,694 | | |
| Kanga's House Child Care Centre Inc | | | |
| Kanga's House Vacation Care | 4,760 | | |
| KARI Aboriginal Resource Inc | | | |
| Enrichment Program (VAC) | 10,424 | | |
| Katoomba Neighbourhood Centre Ltd | | | |
| Katoomba Neighbourhood Centre Vacation Care | 7,303 | | |
| Kellyville After School Care Incorporated | | | |
| Kellyville Vacation Care | 14,277 | | |
| Kempsey Children's Services Cooperative Ltd | | | |
| "School's Out" Kempsey Vacation Care | 3,461 | | |
| Kempsey Respite Services Inc | | | |
| Kempsey Vacation Care – Respite Care | 19,407 | | |
| Kenthurst Before & After School Care Inc | | | |
| Kenthurst Vacation Care | 14,186 | | |
| Keymer Child Care Centre Inc | | | |
| Keymer OSHC Cottage | 11,100 | | |
| Kids Korner Combined Occasional Care Centre Inc | | | |
| Kid's Korner Vacation Care | 28,964 | | |
| Kogarah Community Services Inc | | | |
| Sarss Park Vacation Care | 4,780 | | |
| Koonawarra Area Residents Association Inc | | | |
| Krafty Kids Vacation Care | 5,810 | | |
| Koorana Child & Family Centre Inc | | | |
| Koorana Vacation Care | 8,765 | | |
| Ku-ring-gai Council | | | |
| Kids Getaway Holiday Activity Centre | 4,792 | | |
| St Ives Holiday Activity Centre | 12,312 | | |
| West Pymble Holiday Activity Centre | 9,619 | | |
| Kurri Kurri Community Centre Inc | | | |
| Kurri Kurri Vacation Care | 6,684 | | |
| Kyogle Preschool & Outside School Hours Care Association Inc | | | |
| Kyogle Vacation Care | 3,061 | | |
| Lady Gowrie Child Centre | | | |
| Lady Gowrie Vacation Care | 4,781 | | |
| Lane Cove Out of School Inc | | | |
| Lane Cove Out of School Vacation Care | 10,451 | | |
| Lapstone Out of School Hours Inc | | | |
| Lapstone OOSH | 11,544 | | |
| Leeton Shire Council | | | |
| Leeton Shire Council Vacation Care | 14,526 | | |
| Leichhardt Out Of School Hours Care Inc | | | |
| Leichhardt Vacation Care | 9,273 | | |
| Lismore Neighbourhood Centre Inc | | | |
| Lismore Vacation Care | 15,375 | | |
| Liverpool Districts Neighbourhood Centres Assoc | | | |
| Warwick Farm Vacation Care | 8,768 | | |
| Lower Hunter Temporary Care Inc | | | |
| Lower Hunter Temporary Care – Vacation Care | 38,058 | | |
| Macarthur District Temporary Family Care Inc | | | |
| Vacation Plus – Campbelltown | 9,659 | | |
| Vacation Plus – Wollondilly | 7,043 | | |
| Maitland Baptist Church Child Care Inc | | | |
| Maitland Baptist Vacation Care | 10,196 | | |
| Metford Vacation Care | 2,284 | | |
| Thornton Vacation Care | 7,450 | | |
| Manly Council | | | |
| 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 | | |
| Maroubra Junction Before & After School Care | | | |
| Maroubra Junction Vacation Care | 6,930 | | |
| Marrickville Council | | | |
| Camdenville Vacation Care | 8,462 | | |
| Ferncourt Vacation Care | 10,136 | | |
| Stanmore Vacation Care | 16,725 | | |
| Maryland OOSH Inc | | | |
| Maryland Vacation Care Centre | 14,735 | | |
| Mid Mountains Out of School Hours Service Inc | | | |
| Mid Mountains Out of School Hours Service | 4,780 | | |
| Mission Australia | | | |
| Cootamundra Vacation Care | 7,489 | | |
| Moombahlene Local Aboriginal Land Council | | | |
| Moombahlene Aboriginal Vacation Care | 7,225 | | |
| Mosman Municipal Council | | | |
| Mosman Vacation Care | 9,488 | | |
| Mount Riverview Noiseworks Inc | | | |
| Mount Riverview OOSH Vacation Care | 10,211 | | |
| Murdi Paaki Regional Enterprise Corp Ltd | | | |
| Gulargambone Vacation Care Service | 5,493 | | |
| New School of Arts Neighbourhood House Inc | | | |
| South Grafton Vacation Care | 18,778 | | |
| Newcastle Temporary Care Ltd | | | |
| KIDZLINK Vacation Care Project | 6,090 | | |
| Nimbin Neighbourhood & Information Centre Inc | | | |
| Nimbin Vacation Care Service | 9,689 | | |
| North Richmond Community Centre Inc | | | |
| North Richmond OOSH Fun Factory | 4,779 | | |
| North Sydney Council | | | |
| Forsyth Park Community Centre Vacation Care | 6,990 | | |
| Grandstand Kindergarten Vacation Care | 7,136 | | |
| North Sydney Community Centre | 9,495 | | |
| Ooranga Family Mobile Resource Unit Assoc Inc | | | |
| Ooranga Mobile Vacation Care | 2,945 | | |
| Orange City Council | | | |
| Glenroi Community Centre Vacation Care | 8,458 | | |
| Kenna Hall Vacation Care | 4,779 | | |
| Spring Street – Carriage Cottage Vacation Care | 3,914 | | |
| Orange Community Resource Organisation Inc | | | |
| Outside School Hours Care (OOSH) Program – CS | 1,522 | | |
| Peninsula Community Centre Inc | | | |
| Peninsula Community Centre Vacation Care | 11,853 | | |
| Penrith City Council | | | |
| 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.)

\$

| | | | |
|---|--------|--|--|
| Petersham Activities Centre for Children Inc | | | |
| Petersham Activities Centre for Children (PACC) | 9,111 | | |
| Pinnaroo OOSH Inc | | | |
| Pinnaroo Vacation Care | 7,836 | | |
| Pittwater Council | | | |
| Narrabeen Vacation Care | 14,286 | | |
| Pole Depot Neighbourhood Centre Inc | | | |
| Pole Depot Vacation Care | 13,037 | | |
| Port Macquarie Neighbourhood Centre Inc | | | |
| Port Macquarie Vacation Care | 11,861 | | |
| Port Stephens Council | | | |
| Medowie Vacation Care | 6,961 | | |
| Nelson Bay Vacation Care | 13,546 | | |
| Raymond Terrace Vacation Care | 4,686 | | |
| Queanbeyan Children's Special Needs Group Inc | | | |
| Queanbeyan Children's Special Needs Group – Holiday Program | 2,278 | | |
| Randwick Out of School Hours Care Centre | | | |
| Randwick Out of School Vacation Care | 7,856 | | |
| Regional Social Development Group Inc | | | |
| Deniliquin Vacation Care Program | 14,256 | | |
| Richmond Before & After Care Association Inc | | | |
| Richmond Vacation Care Centre | 9,731 | | |
| Riverwood Community Centre Inc | | | |
| Riverwood Vacation Care | 13,178 | | |
| Rooty Hill Outside of School Hours Care Centre Inc | | | |
| Rooty Hill Vacation Care | 5,738 | | |
| Rose Bay Out of School Care Centre Inc | | | |
| Rose Bay Vacation Care | 4,779 | | |
| Rozelle Vacation Care Inc | | | |
| Rozelle Vacation Care | 7,842 | | |
| Samaritans Youth Services | | | |
| Southlakes Vacation Care | 6,862 | | |
| Windale Vacation Care | 21,378 | | |
| Sapphire Community Centre Inc | | | |
| Merimbula/Pambula Activity Centre | 4,780 | | |
| Seven Hills North P & C Association SHNOOSH Care | | | |
| SHNOOSH Care | 9,958 | | |
| SHARE Cooperative Society Ltd | | | |
| Share Holiday Centre | 10,097 | | |
| Snugglepot Day Care Centre Inc | | | |
| Snugglepot Cool Kidz Care | 5,478 | | |
| South West Child Adolescent & Family Services Association (CAFS) Inc | | | |
| Heckenberg Vacation Care | 7,788 | | |
| Southern Sydney Therapy Centre | | | |
| Innovative Out of School Hours – Miranda | 9,134 | | |
| Springwood Neighbourhood Centre Cooperative Ltd | | | |
| Tanderra Vacation Care | 7,790 | | |
| St Demiana & St Athanasious Coptic Orthodox Church | | | |
| St Demiana Vacation Care | 4,963 | | |
| St Mark's Coptic Orthodox Church | | | |
| St Mark's Vacation Care Centre | 9,519 | | |
| St Marys District Baptist Church OOSH Care | | | |
| St Marys District Baptist Church Vacation Care | 11,345 | | |
| Surry Hills Neighbourhood Centre Coop Ltd | | | |
| Surry Hills Neighbourhood Centre Vacation Care | 4,781 | | |
| Sutherland Shire Council | | | |
| 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 | | |
| Swansea Community Cottage Inc | | | |
| Caves Beach Vacation Care Centre | 6,684 | | |
| Swansea Vacation Care | 23,976 | | |
| Sydney University Settlement | | | |
| Sydney University Settlement – Vacation Care | 19,777 | | |
| Tamworth Youth Care Inc | | | |
| Coledale Vacation Care | 4,231 | | |
| Temora Community Centre Inc | | | |
| Temora Vacation Care | 1,704 | | |
| Thankakali Aboriginal Corporation | | | |
| Thankakali Holiday Program | 5,738 | | |
| The Factory Community Centre Inc | | | |
| The Factory Vacation Care | 8,180 | | |
| The Junction Works Inc | | | |
| Community 2168 Out of School Activity & Vacation Care Program | 9,519 | | |
| Holsworthy Vacation Care | 3,690 | | |
| The Rainbow Activity Centre Inc | | | |
| The Rainbow Activity Centre Holiday Program | 7,098 | | |
| The Toy Box Centre Inc | | | |
| Toybox Holiday Programs | 8,030 | | |
| The Uniting Church in Aust Property Trust (NSW) | | | |
| Quakers Hill Family Centre Outside of School Hours Care Services | 11,434 | | |
| The Ella Community Centre Vacation Care | 14,538 | | |
| Tibooburra Multi Purpose Centre Inc | | | |
| Tibooburra Multi-Purpose Centre – Vacation Care | 4,593 | | |
| Toongabbie Before & After School Care & Vacation Care Inc | | | |
| Toongabbie Vacation Care | 7,860 | | |
| Toongabbie Christian School | | | |
| Toongabbie Christian School Vacation Care | 10,734 | | |
| Trustees Roman Catholic Church Diocese of Lismore | | | |
| Laurieton Vacation Care | 5,206 | | |
| Tweed Shire Vacation Care Association | | | |
| Murwillumbah Vacation Care | 4,125 | | |
| Tweed Heads Vacation Care | 7,148 | | |
| Tweed Heads Vacation Care | 6,920 | | |
| University of New England | | | |
| Yarm Gwanga Vacation Care | 11,815 | | |
| Wagga Wagga East Before & After School Care Centre Inc | | | |
| Wagga Wagga East Vacation Care | 5,244 | | |
| Walgett Aboriginal Medical Service Coop Ltd | | | |
| Walgett Vacation Care | 13,804 | | |
| Walgett Shire Council | | | |
| Collarenebri Vacation Care | 3,242 | | |
| Grawin Vacation Care | 3,494 | | |
| Lightning Ridge Vacation Care | 7,626 | | |
| Warren Shire Council | | | |
| Warren Youth Centre Vacation Care | 3,053 | | |
| Warringah Council | | | |
| 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 | | |
| WCOOSC Inc | | | |
| Waverley Community Out of School Care | 11,853 | | |
| Wee Waa & District H.A.C.C. Association Inc | | | |
| Wee Waa (Namo) Vacation Care | 8,853 | | |
| Wentworth Falls After School Care Inc | | | |
| Wentworth Falls Vacation Care | 4,777 | | |
| Willoughby City Council | | | |
| Artarmon Kid's Cottage Vacation Care | 15,869 | | |
| Bales Park Vacation Care | 8,100 | | |
| Chatswood OOSH | 8,100 | | |

Children's Services Program (cont.)

\$

| | |
|--|--------|
| Wyoming Community Centre Inc | |
| Wyoming Community Centre Vacation Care | 8,535 |
| Wyong Shire Council | |
| 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 |
| YMCA | |
| 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 |
| YWCA | |
| YWCA Vacation Care Centre – Cooks Hill | 11,783 |

Community Services Grants Program

Child Protection Project

| | |
|---|---------|
| Dympna House Inc | |
| Dympna House | 127,312 |
| Shared Vision Aboriginal Corporation | |
| Box Ridge Child Protection Project | 6,422 |
| Jubullum Kids Lifestyle Enhancement Project | 72,516 |
| South West Child Adolescent & Family Services Association (CAFS) Inc | |
| Green Valley Family & Children's Service | 59,750 |
| Swinson Cottage Family Centre Inc | |
| Swinson Cottage Family Centre | 159,381 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Jannawi Family Centre Child Protection Program | 300,238 |
| The Cottage Family Care Centre | 387,566 |

Child Sexual Assault Program

| | |
|--|---------|
| Aboriginal Medical Service Cooperative Ltd | |
| Child Sexual Assault Project – Redfern | 118,940 |
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| Child Protection Service – Goulburn | |
| Eurobodalla Child & Adolescent Sexual Assault Service | |
| Armidale & District Women's Centre Inc | |
| Armidale & District Child Sexual Assault Counselling Service | 83,360 |
| Association of Children's Welfare Agencies Inc | |
| Child Sexual Assault Project – Sydney | 76,316 |
| Bankstown Women's Health Centre Inc | |
| Child Sexual Assault Project – Bankstown | 71,576 |
| Barnardos Australia | |
| Child & Adolescent Sexual Assault Project – Auburn | 66,059 |
| Campbelltown Family Support Service Inc | |
| Families of Sexually Abused Children | 7,127 |
| Centacare | |
| Centacare Child Sexual Assault Counselling Service | 73,474 |
| Vietnamese Child Protection Service | 82,021 |
| Central West Womens Health Centre Inc | |
| Child Sexual Assault Service – Bathurst | 80,736 |
| Department of Health | |
| Child Sexual Assault Service Gosford | 136,261 |
| Coffs Harbour Child & Adolescent Sexual Assault | 150,530 |
| Taree Child Sexual Assault Unit | 74,993 |
| Linden Place Inc | |
| Child Sexual Assault Counselling Service – Wagga Wagga | 81,892 |

\$

| | |
|---|---------|
| Lismore Neighbourhood Centre Inc | |
| Centre Against Child Sexual Assault | 76,319 |
| Riverwood Community Centre Inc | |
| Child Sexual Assault Service – Riverwood | 76,840 |
| Rosebank Child Sexual Abuse Service Inc | |
| Rosebank Child Sexual Abuse Service | 160,128 |
| Rosemount Youth & Family Services Inc | |
| Child Sexual Assault Counselling Service – Marrickville | 117,424 |
| The Wollongong West Street Centre | |
| The Wollongong West Street Centre | 215,928 |
| Upper Blue Mountains Child Protection Service Inc | |
| The Gunedoo Centre | 301,388 |
| Commonwealth Grant (Child Abuse Prevention Centre) | |
| Child Abuse Prevention Service (Sydney) Inc | |
| Child Abuse Prevention Service – Ashfield | 157,231 |

Peak, Coordination & Resource Project

| | |
|---|--------|
| Protective Behaviours Consultancy Group of NSW Inc | |
| Protective Behaviours Consultancy Group of NSW | 87,851 |

COMMUNITY DEVELOPMENT

Aboriginal Services Enhancement

| | |
|---|--------|
| Mindaribba Local Aboriginal Land Council | |
| Mindaribba L A L C Project Officer | 84,467 |

General

| | |
|--|---------|
| Albury Wodonga Volunteer Resource Bureau Inc | |
| Albury Wodonga Volunteer Resource Bureau | 13,778 |
| Anglicare – Welfare Services | |
| Fathers & Their Children | 58,188 |
| Auburn Community Development Network | |
| Auburn Community Development Service | 74,416 |
| Administration Support Service | 40,880 |
| Aunties & Uncles (Illawarra) Inc | |
| Aunties & Uncles – Illawarra | 36,738 |
| Awabakal Newcastle Aboriginal Cooperative Ltd | |
| Awabakal Project Co-ordinator | 53,247 |
| Bankstown Community Resource Group Inc | |
| Community Development Officer Project – Bankstown | 87,256 |
| Blacktown City Council | |
| Community Development Officer – Blacktown Council | 38,973 |
| Bland Shire Council | |
| Community Development Officer – Bland Council | 37,060 |
| Bligh Park Community Services Inc | |
| Community Worker – Bligh Park | 70,289 |
| Brewarrina Shire Council | |
| Youth & Community Development Officer – Brewarrina | 40,053 |
| Butucarbin Aboriginal Corporation | |
| Aboriginal Community Development/Adult Education | 177,052 |
| Cabramatta Community Centre Inc | |
| Reaching The Heights | 161,352 |
| Camden Community Connections Inc | |
| Manager, Camden Area Resource Centre | 50,000 |
| Casino Neighbourhood Centre Inc | |
| Community Development Project – Casino | 40,839 |
| Cassia Community Centre/Holroyd Community Development Assoc Inc | |
| Cassia Community Services | 164,414 |
| Central Coast Multicultural Children's Resource Centre Inc | |
| Multicultural Resource Centre | 50,000 |
| Central Coast Voluntary Treasurers Support Service Inc | |
| Central Coast Voluntary Treasurers Support Service | 62,387 |

Community Services Grants Program (cont.)



| | | | |
|--|---------|---|---------|
| Cessnock City Council | | Kincumber & District Neighbourhood Centre Inc | |
| Cessnock Community Worker Project | 31,112 | Kincumber Neighbourhood Centre | 67,157 |
| Community Activities Lake Macquarie Inc | | Lake Macquarie City Council | |
| Community Development Options | 216,102 | Aboriginal Community Worker – Speers Point | 29,456 |
| Community Links Wollondilly Inc | | Link-Up (NSW) Aboriginal Corporation (Metro West) | |
| Community Links Outreach Resource | 75,346 | Aboriginal Community Development Project – Link Up | 57,555 |
| Community Management Advisory Project Inc. | | Liverpool Districts Neighbourhood Centres Assoc | |
| Lake Macquarie Community Management & Advisory Project | 86,962 | Cecil Hills Community Centre | 79,583 |
| Community Programs Inc | | Liverpool Women's Resource Centre Inc | |
| Core Administration – Grafton | 20,515 | Women's Community Outreach Worker | 80,522 |
| Community Resource Network 'Servicing the Blacktown and Surrounding Local Government Areas' | | Lower Mountains Neighbourhood Centre Inc | |
| Community Development Policy | 134,686 | Lower Mountains Community Projects | 127,395 |
| Creating Links Cooperative Ltd | | Macarthur Community Forum Inc | |
| Family & Community Transition | 77,076 | Macarthur Community Forum | 96,212 |
| Cynthia Street Neighbourhood Centre Inc | | Macarthur Diversity Services Inc | |
| Cynthia Street Neighbourhood Centre | 55,294 | South Pacific Island Community Worker – Campbelltown | 49,959 |
| Dean Park Community Development Committee Inc | | Maitland City Council | |
| Dean Park Community Development Worker | 75,339 | Maitland Community Worker Project | 31,112 |
| Fairfield Community Resource Centre | | Manning Support Services Inc | |
| Community Development Project – Fairfield | 99,167 | Volunteering Connections | 17,401 |
| Community Services | 363,118 | Maryland Activities Group Inc | |
| Glenmore Park Community Projects Inc | | Community Worker Outreach | 66,133 |
| Glenmore Park Community Worker | 40,936 | Mid Mountains Neighbourhood Centre Inc | |
| Great Lakes Council | | Mid-Mountains Neighbourhood Centre | 87,925 |
| Great Lakes Community Development Officer | 31,112 | Muswellbrook Shire Council | |
| Greater Taree City Council | | Muswellbrook Community Worker Project | 31,112 |
| Taree Council Aboriginal Community Worker | 23,860 | Nambucca Shire Council | |
| Greenacre Area Neighbourhood Centre | | Aboriginal Community Worker – Nambucca Shire Council | 50,000 |
| Greenacre Area Community Services Project | 92,961 | Nicholli Cottage Neighbourhood Centre Inc | |
| Harris Park Community Centre Inc | | Wentworthville Community Development Worker | 81,271 |
| Harris Park Community Centre | 73,381 | Wentworthville Estate Young Person's Worker | 62,245 |
| Hawkesbury Area Women & Kids Services Collective Inc | | Northern Rivers Social Development Council Inc | |
| Hawkesbury Domestic Violence Project | 69,178 | Regional Community Services Development | 64,624 |
| Hawkesbury City Council | | Northern Settlement Services Ltd | |
| Forgotten Valley Community Development & Youth Project | 60,421 | Pacific Islander Welfare Project | 14,633 |
| Hillsong Youth Services Inc | | Pacific Islander Welfare Project Incorporated | |
| Migrant Youth Access Worker | 64,467 | Pacific Islander Welfare Project | 43,901 |
| Holy Family Parish – Mount Druitt | | Parks Community Network | |
| Mount Druitt Family Holiday Program | 14,982 | Parks Community Network | 293,310 |
| Illawarra Forum Inc | | Penrith City Council | |
| Community Services Coordination Project | 43,001 | Penrith Family Resource Workers | 72,447 |
| Resource Worker Project | 73,393 | Port Stephens Council | |
| Information and Cultural Exchange Inc | | Port Stephens Community Worker Project | 31,112 |
| Community Information Development Project | 70,139 | Quakers Hill Community Development Project | |
| Inner South West Community Development Organisation | | Quakers Hill Community Development Worker | 74,841 |
| Inner South West Community Development | 102,206 | Randwick City Council | |
| International Social Services (NSW Region) | | Community Development Worker – Randwick | 37,275 |
| Inter Country Casework Project | 77,059 | Richmond Community Services Inc | |
| Karabi Community & Development Services Inc | | Richmond Community Project | 128,360 |
| Clerical Assistant for Arthur Philip & Caroline Chisholm Wards | 15,109 | Riverina Medical & Dental Aboriginal Corporation | |
| KARI Aboriginal Resource Inc | | Aboriginal Family Support – Wagga Wagga | 40,958 |
| Enrichment Program | 248,194 | Scout Association of Australia NSW Branch | |
| Katoomba Neighbourhood Centre Ltd | | Isolated Country Area Development Project | 28,264 |
| Katoomba Neighbourhood Centre | 168,277 | Seaboard Community Neighbourhood Services Inc | |
| Kempsey Neighbourhood Centre Inc | | Urunga Neighbourhood Centre | 38,506 |
| South Kempsey Neighbourhood Improvement Program | 17,687 | Singleton Council | |
| Kempsey Shire Council | | Singleton Community Services Co-ordinator | 46,007 |
| Aboriginal Community Liaison Officer | 62,626 | South West Child Adolescent & Family Services Association (CAFS) Inc | |
| | | Aboriginal Program | 82,048 |
| | | Southern Highlands Youth Accommodation Service SP | |
| | | Adolescent & Family Counselling | 73,885 |

Community Services Grants Program (cont.)

\$

| | |
|---|---------|
| SPYNS Inc | |
| Penrith Aboriginal & Torres Strait Islander Neighbourhood Workers | 134,648 |
| South Penrith Community Project | 105,189 |
| St Marys Area Community Development Project Inc | |
| St Marys Area Community Development Project | 117,061 |
| Sutherland Shire Council | |
| Community Worker – Generalist, Planning & Projects | 57,077 |
| The Family Centre Community Projects Inc | |
| Aboriginal Torres Strait Islander Activities & Support Officer | 47,867 |
| The Hills Community Aid & Information Service Inc | |
| The Hills Community Aid | 206,996 |
| The Junction Works Inc | |
| Co-ordinator – The Fields Neighbourhood Centre | 73,668 |
| The Junction Works – Community Youth | 64,758 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Rouse Hill Outreach Project | 86,723 |
| Ulladulla & District Community Resources Centre Inc | |
| Domestic Violence Support Service – Ulladulla | 43,718 |
| Upper Hunter Shire Council | |
| Upper Hunter Shire Community Workers | 92,751 |
| Volunteering Central Coast Inc | |
| Central Coast Volunteer Referral Agency | 63,569 |
| Community Outreach Project | 21,312 |
| Volunteering Coffs Harbour Inc | |
| Volunteering Coffs Harbour | 37,394 |
| Wagga Wagga Community Resource Centre Inc | |
| Wagga Wagga Volunteer Centre | 17,066 |
| Walgett Shire Council | |
| Community Development Officer – Walgett Council | 37,060 |
| Warrawong Residents Forum Inc | |
| Warrawong Community Development | 67,965 |
| Western Sydney Community Forum Inc | |
| Learning and Development Project | 102,676 |
| WESTIR Ltd | |
| Data Liberation Front | 266,973 |
| Wollondilly Community Development Committee Inc | |
| Wollondilly Outreach Resource Service | 75,347 |
| Wollongong Women's Information Service Inc | |
| Women's Court Support Worker | 41,921 |
| Women's Activities & Self Help House – The WASH House | |
| Community Development Project (The WASH House) | 68,073 |
| Woodville Community Service Inc | |
| Fairfield East Community Development Worker | 74,827 |
| Villawood East Community Development Worker | 84,966 |
| Woomera Aboriginal Corporation Albury | |
| Community Development Project – Glenroy | 44,513 |
| Wyoming Community Centre Inc | |
| Wyoming Community Worker | 62,740 |
| Local Government Salary Subsidies – Community | |
| Auburn Council | |
| Salary Subsidy – Auburn Community Worker | 12,309 |
| Baulkham Hills Shire Council | |
| Salary Subsidy – Baulkham Hills Community Worker | 24,615 |
| Blacktown City Council | |
| Salary Subsidy – Blacktown | 24,615 |
| Blue Mountains City Council | |
| Salary Subsidy – Blue Mountains Community Worker 1 | 12,307 |
| Salary Subsidy – Blue Mountains Community Worker 2 | 12,308 |
| Botany Bay City Council | |
| Salary Subsidy – Botany Community Worker | 12,309 |

| | |
|---|--------|
| Broken Hill City Council | |
| Salary Subsidy – Broken Hill Community Worker | 11,422 |
| Salary Subsidy – Broken Hill Youth Worker | 11,422 |
| Burwood Council | |
| Salary Subsidy – Burwood Community Worker | 12,309 |
| Cabonne Shire Council | |
| Salary Subsidy – Cabonne Community Worker | 11,422 |
| Camden Council | |
| Salary Subsidy – Camden Community Worker | 12,309 |
| Campbelltown City Council | |
| Community Development – Campbelltown | 24,619 |
| Canterbury City Council | |
| Salary Subsidy – Canterbury Community Worker | 12,309 |
| City of Canada Bay Council | |
| Salary Subsidy – Drummoyne Community Worker | 12,309 |
| City of Ryde Council | |
| Salary Subsidy – Ryde Community Worker | 12,309 |
| City of Sydney Council | |
| Salary Subsidy – Sydney Community Worker 1 | 12,307 |
| Salary Subsidy Sydney Community Worker 2 | 12,308 |
| Cobar Shire Council | |
| Salary Subsidy – Cobar Community Worker | 11,422 |
| Coffs Harbour City Council | |
| Salary Subsidy – Coffs Harbour Community Worker | 12,309 |
| Dubbo City Council | |
| Salary Subsidy – Dubbo Community Worker 2 | 11,422 |
| Fairfield City Council | |
| Salary Subsidy – Fairfield Community Worker | 12,309 |
| Glen Innes Severn Council | |
| Salary Subsidy – Glenn Innes Community Worker | 12,309 |
| Gosford City Council | |
| Salary Subsidy – Gosford Community Worker 1 | 12,307 |
| Salary Subsidy – Gosford Community Worker 2 | 12,308 |
| Greater Taree City Council | |
| Salary Subsidy – Greater Taree Community Worker | 12,309 |
| Gunnedah Shire Council | |
| Subsidy – Gunnedah Community Worker | 12,309 |
| Hawkesbury City Council | |
| Salary Subsidy – Hawkesbury Community Worker | 12,309 |
| Holroyd City Council | |
| Salary Subsidy – Holroyd Community Worker | 12,309 |
| Hunters Hill Municipal Council | |
| Salary Subsidy – Hunters Hill Community Worker | 12,309 |
| Hurstville City Council | |
| Salary Subsidy – Hurstville Community Worker | 12,309 |
| Kiama Municipal Council | |
| Salary Subsidy – Kiama Community Worker | |
| Ku-ring-gai Council | |
| Salary Subsidy – Ku-ring-gai Community Worker | 12,309 |
| Lake Macquarie City Council | |
| Salary Subsidy – Lake Macquarie City Community Worker | 12,309 |
| Lane Cove Council | |
| Salary Subsidy – Lane Cove Community Worker | 12,309 |
| Leichhardt Municipal Council | |
| Salary Subsidy – Leichhardt Community Worker 1 | 12,309 |
| Salary Subsidy – Leichhardt Community Worker 2 | 12,309 |
| Lismore City Council | |
| Salary Subsidy – Lismore Community Worker | 12,309 |
| Liverpool City Council | |
| Salary Subsidy – Liverpool Community Worker | 12,309 |
| Manly Council | |
| Salary Subsidy – Manly Community Worker | 12,309 |
| Marrickville Council | |
| Salary Subsidy – Marrickville Community Worker | 12,309 |

Community Services Grants Program (cont.)

| | \$ | | |
|---|--------|---|---------|
| Moree Plains Shire Council | | Australian Lebanese Christian Federation Inc | |
| Salary Subsidy – Moree Plains Community Worker | 12,309 | Multicultural Development Project – Punchbowl | 122,304 |
| Murray Shire Council | | Australian Red Cross Society | |
| Salary Subsidy – Youth Initiatives Officer | 11,776 | Migrant Youth Orientation Program | 48,688 |
| Newcastle City Council | | Australian Turkish & Kurdish Community Services Cooperative Ltd | |
| Salary Subsidy – Newcastle Community Worker 1 | 14,564 | Centre Co-ordinator – Auburn | 46,855 |
| Salary Subsidy – Newcastle Community Worker 2 | 12,309 | Australo-Lebanese Christian Council Inc | |
| North Sydney Council | | Community Welfare Worker – Guildford | 49,068 |
| Salary Subsidy – North Sydney Community Worker 1 | 12,307 | Bankstown Area Multicultural Network Inc | |
| Salary Subsidy – North Sydney Community Worker 2 | 12,308 | Migrant Community Development Project | 88,371 |
| Orange City Council | | Cabramatta Community Centre Inc | |
| Salary Subsidy – Orange Community Worker | 11,422 | Cabramatta Young Women's Project | 73,736 |
| Parramatta City Council | | Multicultural Aged Resource Worker | 72,198 |
| Salary Subsidy – Parramatta Community Worker | 12,309 | Multilingual Outreach Service | 83,367 |
| Penrith City Council | | CO AS IT Italian Association of Assistance | |
| Salary Subsidy – Penrith Community Worker | 12,309 | Youth Project – Ashfield | 61,387 |
| Queanbeyan City Council | | Granville Multicultural Community Centre Inc | |
| Salary Subsidy – Queanbeyan Community Worker | 12,309 | Auburn/Granville Community Development | 74,294 |
| Randwick City Council | | Holroyd Parramatta Migrant Services Inc | |
| Salary Subsidy – Randwick Community Worker 1 | 12,307 | Migrant Services Development Worker Co-ordinator | 83,961 |
| Salary Subsidy – Randwick Community Worker 2 | 12,308 | Illawarra Multicultural Services Inc | |
| Rockdale City Council | | Multicultural Project – Wollongong & Shellharbour | 61,593 |
| Salary Subsidy – Rockdale Community Worker | 12,309 | Serbian Community Worker | 38,322 |
| Shellharbour City Council | | Immigrant Women's Speakout Association of NSW Inc | |
| Salary Subsidy – Shellharbour Community Worker | 12,309 | Immigrant Women's Resource Centre | 84,289 |
| Shoalhaven City Council | | Italian Welfare Organisation Inc | |
| Salary Subsidy – Shoalhaven Community Worker | 12,480 | Italian Community Worker | 39,998 |
| Sutherland Shire Council | | Lebanese Moslem Association | |
| Salary Subsidy – Sutherland Community Worker 1 | 12,309 | Social Worker Project – Lakemba | 36,464 |
| Salary Subsidy – Sutherland Community Worker 2 | 12,309 | Welfare Counsellor Project | 35,227 |
| Warringah Council | | Macarthur Arabic Australian Welfare Centre Inc | |
| Salary Subsidy – Warringah Community Worker | 12,309 | Access & Equity – Campbelltown | 41,060 |
| Waverley Council | | Macarthur Diversity Services Inc | |
| Salary Subsidy – Waverley Community Worker | 12,309 | Bilingual Team | 45,930 |
| Willoughby City Council | | Macedonian Welfare Centre Inc | |
| Salary Subsidy – Willoughby Community Worker | 12,309 | Macedonian Welfare Centre | 71,783 |
| Wingecarribee Shire Council | | May Murray Neighbourhood Centre Inc | |
| Salary Subsidy – Wingecarribee Community Worker | 12,309 | Multicultural Project – May Murray 1 | 77,131 |
| Wollondilly Shire Council | | Multicultural Neighbourhood Centre Inc | |
| Salary Subsidy – Wollondilly Community Worker | 12,309 | Multicultural Youth Project – Broadmeadow | 18,267 |
| Wollongong City Council | | Northern Settlement Services Ltd | |
| Salary Subsidy – Wollongong Community Worker 1 | 12,309 | Filipino Welfare Service | 64,551 |
| Salary Subsidy – Wollongong Community Worker 2 | 12,309 | NSW Spanish & Latin American Association for Social Assistance Inc | |
| Salary Subsidy – Wollongong Community Worker 3 | 12,309 | Family Support Worker/Spanish & Latin American Assistance Centre | 57,537 |
| Wyong Shire Council | | NSW Vietnamese Elderly Friendship Assoc Inc | |
| Salary Subsidy – Wyong Community Worker | 12,309 | Aged Care & Community Development Worker | 13,338 |
| Multicultural Project | | Outer Liverpool Community Services Inc | |
| Arab Council Australia Inc | | Outer Liverpool Community Services | 190,193 |
| Arabic Welfare Centre | 64,077 | Polish Welfare & Information Group | |
| Auburn Asian Welfare Centre Inc | | Polish Welfare & Information Group | 3,325 |
| Asian Welfare Service | 98,592 | Queanbeyan Multilingual Centre Inc | |
| Australian Antiochian Orthodox Church Diocese Welfare Services | | Ethnic Welfare Worker Project – Queanbeyan | 54,173 |
| Crisis Resolution Program B – Families | 17,337 | South Coast Portuguese Association Ltd | |
| Australian Chinese Descendants Mutual Association | | Development Information & Referral Service | 31,264 |
| Chinese Community Development Officers | 63,175 | South East Neighbourhood Centre | |
| Australian Lebanese Association of NSW Ltd | | Multicultural Liaison Project | 56,341 |
| Information & Welfare Officer Project | 58,431 | Spanish & Latin American Community Organisation Inc | |
| | | Spanish Community Development Worker | 82,128 |
| | | Surry Hills Neighbourhood Centre Coop Ltd | |
| | | Surry Hills Information & Resource Project for People with NESB | 34,927 |
| | | The Association of Bhanin El-Minieh | |
| | | Community Development Worker Project – Auburn | 55,013 |

Community Services Grants Program (cont.)

| | \$ | | |
|---|---------|--|---------|
| The Fraternal Society of Tripoli & Mena Districts Ltd | | Chester Hill Neighbourhood Centre Inc | |
| Arabic Community Worker – Lakemba | 65,053 | Chester Hill Neighbourhood Centre | 70,025 |
| Vietnamese Association of Wollongong | | Clerical Assistant – Chester Hill | 9,746 |
| Vietnamese Association of Wollongong | 58,197 | Community Worker – North Bankstown | 78,226 |
| Wyoming Community Centre Inc | | Christian Community Aid Service Inc | |
| Central Coast Multicultural Project | 56,877 | Eastwood Neighbourhood Centre | 17,734 |
| Yugoslav-Australian Welfare Association Inc | | Claymore Neighbourhood & Youth Centres Inc | |
| Information & Referral Service – Newtown | 61,499 | Claymore Neighbourhood Centre | 60,678 |
| Neighbourhood Centres | | Coledale Community Group Inc | |
| Airds Bradbury Community Centre Inc | | Coledale Community Centre | 35,794 |
| Airds Bradbury Community Centre | 56,714 | Community Resource Network 'Servicing the Blacktown and Surrounding Local Government Areas' | |
| Airds Bradbury Neighbourhood Centre | 65,490 | Executive Officer – Policy | 67,302 |
| Albion Park Neighbourhood Association Inc | | Coolaburoo Neighbourhood Centre Inc | |
| Albion Park Community Worker | 54,940 | South Bankstown Community Development Officer Project | 103,399 |
| Albury Wodonga Community Centre Inc | | Coonamble Neighbourhood Centre Inc | |
| Glenecho Community Project | 42,359 | Coonamble Neighbourhood Centre | 27,847 |
| Appin, Wilton & Douglas Park Neighbourhood Centre | | Cowra Information & Neighbourhood Centre | |
| Neighbourhood Centre – Appin, Wilton & Douglas Park | 4,086 | Cowra Information & Neighbourhood Centre | 122,866 |
| Armidale Neighbourhood Centre Inc | | Creating Links Cooperative Ltd | |
| Armidale Neighbourhood Centre | 27,137 | Neighbourhood Centre – Bankstown | 73,095 |
| Australian Antiochian Orthodox Church Diocese Welfare Services | | Cringila Community Cooperative | |
| Crisis Resolution Program A – Families | 50,823 | Assistance Co-ordinator/Community Development Worker | 37,394 |
| Ballina & District Community Services Assoc Inc | | Crookwell Neighbourhood Centre Inc | |
| Ballina Information & Referral Service | 53,307 | Crookwell Neighbourhood Centre | 22,229 |
| Bathurst Information & Neighbourhood Centre Inc | | Crossroads Community Care Centre Inc | |
| Bathurst Information & Neighbourhood Centre | 47,467 | Community Services Project – Miranda | 53,253 |
| Bay & Basin Community Resources Inc | | Family Support | 53,212 |
| Community Development Worker – Sanctuary Point | 79,638 | Denman & District Development Association Inc | |
| Bellambi Neighbourhood Centre Inc | | Denman Neighbourhood Development Project | 54,549 |
| Bellambi Neighbourhood Centre | 60,259 | Drummoyne Community Centre Inc | |
| Bellingen Neighbourhood Centre Inc | | Drummoyne Community Centre | 59,595 |
| Bellingen Neighbourhood Centre | 54,205 | Dubbo Neighbourhood Centre Incorporated | |
| Belmont Neighbourhood Centre Inc | | Dubbo Neighbourhood Centre | 28,109 |
| Belmont Neighbourhood Centre | 70,716 | Dundas Area Neighbourhood Centre | |
| Berkeley Development Association Inc | | Neighbourhood Centre – Dundas | 55,338 |
| Berkeley Community Development Project | 85,083 | Dungog Information & Neighbourhood Service | |
| Berkeley Vale Neighbourhood Centre | | Dungog Information & Neighbourhood Service | 67,854 |
| Berkeley Vale Neighbourhood Centre – Neighbourhood | 63,012 | ECHO Bondi Junction Neighbourhood Centre Inc | |
| Blackheath Area Neighbourhood Centre Inc | | ECHO Neighbourhood Centre | 61,914 |
| Blackheath Area Neighbourhood Centre | 109,934 | Edgeworth Memorial Neighbourhood Centre Inc | |
| Bucketts Way Neighbourhood Group Inc | | Edgeworth Memorial Neighbourhood Centre | 53,822 |
| Bucketts Way Neighbourhood Group | 66,193 | Emu Community Project Inc | |
| Burwood Community Welfare Services Inc | | Community Development Worker Project – Emu Plains | 64,115 |
| Skead House – Burwood Neighbourhood Centre | 74,382 | Engadine District Community Aid & Information Service Inc | |
| Cabramatta Community Centre Inc | | Engadine District Community Aid & Information Service | 39,042 |
| Cabramatta Community Co-ordinator | 137,039 | Forster Neighbourhood Centre Inc | |
| Camden Community Connections Inc | | Forster Neighbourhood Centre | 74,811 |
| Camden Area Neighbourhood Centre | 71,811 | Georges River Community Service Inc | |
| Canterbury City Community Centre Inc | | Georges River Community Service Neighbourhood Centre | 38,059 |
| Neighbourhood Centre Project – Lakemba | 36,102 | Gladesville Community Aid & Information Service Inc | |
| Canterbury City Council | | Neighbourhood Centre – Gladesville | 34,202 |
| Canterbury Mobile Information Service | 55,138 | Glen Innes & District Community Centre Inc | |
| Canterbury Earlwood Caring Association Ltd | | Glen Innes & District Community Centre | 41,779 |
| Earlwood Caring Community Centre | 76,418 | Glossodia Community Information Centre | |
| Casino Neighbourhood Centre Inc | | Glossodia Community Information Centre | 70,415 |
| Casino Neighbourhood Centre | 54,922 | Gosford City Community & Information Service | |
| Centacare | | Gosford/Narara Neighbourhood Centre | 36,119 |
| STS Community Centre | 64,255 | Graceades Community Cottage | |
| | | Graceades Community Cottage | 77,504 |
| | | Granville Multicultural Community Centre Inc | |
| | | Community Welfare Worker – Granville | 54,696 |
| | | Co-ordinator Granville Multicultural Community Centre | 62,326 |

Community Services Grants Program (cont.)



| | | | |
|--|------------------|--|------------------|
| Green Point Community Centre Inc Green Point Community Centre | 53,256 | Lithgow Information & Neighbourhood Centre Inc Lithgow Information & Neighbourhood Centre | 61,115 |
| Griffith Neighbourhood House Community Centre Inc Griffith Neighbourhood House – Community Centre | 55,668 | Liverpool Districts Neighbourhood Centres Assoc Heckenberg – Busby Neighbourhood Centre | 80,087 |
| Gundagai Neighbourhood Centre Inc Gundagai Neighbourhood Centre | 20,555 | Liverpool Central/Warwick Farm Development Worker | 83,799 |
| Guyra Neighbourhood Centre Inc Guyra Neighbourhood Centre | 23,038 | Liverpool Neighbourhood Centre | 81,274 |
| Gwydir Shire Council Bingara Neighbourhood Centre | 8,568 | Lurnea Neighbourhood Centre | 83,433 |
| Hawkesbury Area Women & Kids Services Collective Inc The Women's Cottage | 107,185 | Macarthur Diversity Services Inc Arabic Community Worker – Minto | 63,481 |
| Hawkesbury Community Outreach Services Inc Colo Wilderness Mobile Resource Unit | 69,502 | Maitland Neighbourhood Centre Inc Maitland & Woodberry Neighbourhood Centres | 143,663 |
| Helensburgh Community Centre Inc Community Centre Project – Helensburgh | 49,714 | Manly Community Centre Inc Manly Community Centre | 46,011 |
| Hewitt House Neighbourhood Centre Inc Neighbourhood Centre Project – Guildford | 73,328 | Manning Valley Neighbourhood Services Inc Manning Valley Neighbourhood Centre | 73,537 |
| Highlands Community Centres Inc Highlands Community Centres | 196,016 | Marayong House Neighbourhood Centre Inc Marayong House Neighbourhood Centre | 64,522 |
| Holdsworth Street Community Centre Family Support Neighbourhood Centre | 26,325 | Maryland Activities Group Inc Maryland Neighbourhood Centre | 71,544 |
| Hornsby Heights Neighbourhood Centre Inc Hornsby Heights Neighbourhood Centre | 5,394 | May Murray Neighbourhood Centre Inc Community Development – May Murray 2 | 138,907 |
| Illawarra Community Services Inc Dapto Neighbourhood Centre Neighbourhood Centre – Dapto | 23,912 61,846 | Meeting House Inc Meeting House Neighbourhood Centre | 24,854 |
| Jannali Neighbour Aid (Nightingale) Inc Neighbourhood Centre – Jannali | 29,678 | Menai District Neighbourhood Service Inc Menai District Community Resource Centre | 78,562 |
| Jesmond Neighbourhood Centre Inc Jesmond Neighbourhood Centre | 69,688 | Mid Richmond Neighbourhood Centre Inc Mid Richmond Neighbourhood Centre | 48,229 |
| June Community Centre Inc June Community Centre | 26,280 | Mid-Western Regional Council Mid-Western Regional Council Community Project Officer | 45,189 |
| Karabi Community & Development Services Inc Community Development Project – Karabi Manager/Community Development Worker | 72,197 70,022 | Mission Australia Newcastle Community Development Program | 76,672 |
| Kariong Neighbourhood Centre Inc Kariong Neighbourhood Centre | 58,244 | Moree Neighbourhood Centre Inc Moree Neighbourhood Centre | 51,212 |
| Kempsey Neighbourhood Centre Inc Kempsey Neighbourhood Centre | 58,199 | Mountain Women's Resource Centre Mountain Women's Resource Centre | 76,029 |
| Kids Activity Centre Ltd Mount Druitt Community Cottage | 46,587 | Mountains Community Resource Network Inc Community Resource Network | 94,177 |
| Kings Cross Community & Information Centre Inc Neighbourhood Centre – Potts Point | 33,664 | Mountains Outreach Community Service Inc Mountain Outreach Community Service | 135,085 |
| Kingsgrove Community Aid Centre Inc Neighbourhood Centre – Kingsgrove | 26,551 | Mullumbimby & District Neighbourhood Centre Inc Mullumbimby & District Neighbourhood Centre Mullumbimby Women's Service | 47,766 22,928 |
| Kogarah Community Services Inc Neighbourhood Centre – Kogarah | 61,295 | Multicultural Neighbourhood Centre Inc Multicultural Neighbourhood Centre – Broadmeadow | 72,505 |
| Kooloora & Soldiers Settlement Community Centre Inc Kooloora Community Centre | 101,001 | Murwillumbah Community Centre Inc Murwillumbah Community Centre | 47,764 |
| KU Children's Services KU Community Development Worker | 64,383 | Nambucca Valley Neighbourhood Centre Inc Nambucca Valley Neighbourhood Centre | 52,705 |
| Kurri Kurri Community Centre Inc Kurri Kurri Neighbourhood Centre | 51,674 | Narrabri & District Community Aid Service Inc Narrabri Neighbourhood Centre | 53,577 |
| Lavington/Springdale Heights Community Centre Inc Lavington Springdale Heights Community Centre | 62,075 | Neighbourhood Development Team – Erskine Park Inc Neighbourhood Development Team – Erskine Park | 81,928 |
| Lifeline – Broken Hill Inc Neighbourhood Centre Project – Broken Hill | 32,713 | New School of Arts Neighbourhood House Inc New School of Arts Neighbourhood House – South Grafton Valley Volunteers | 27,031 37,394 |
| Lismore Neighbourhood Centre Inc Lismore Neighbourhood Centre | 68,287 | Newtown Neighbourhood Centre Inc Newtown Neighbourhood Centre | 98,584 |
| | | Nimbin Neighbourhood & Information Centre Inc Nimbin Neighbourhood & Information Centre | 47,937 |
| | | North Kiama Neighbourhood Centre North Kiama Neighbourhood Centre | 51,724 |
| | | North Richmond Community Centre Inc Neighbourhood Centre Co-ordinator – North Richmond | 67,180 |

Community Services Grants Program (cont.)

\$

| | | | |
|--|------------------|--|----------------------------|
| North Ryde Community Aid & Information Centre Inc North Ryde Community Aid & Information Centre Project | 15,120 | Southlake Community Services Inc Community Development Project | 74,462 |
| North St Marys Neighbourhood Centre Inc North St Marys Neighbourhood Centre | 93,845 | Springwood Neighbourhood Centre Cooperative Ltd Springwood Neighbourhood Centre | 116,864 |
| Northern Beaches Community Service Ltd Neighbourhood Centre & Community Information Programs Mobile Information Service | 85,726 28,885 | SPYNS Inc Cranebrook Community Development Project | 55,412 |
| Northern Suburbs Community Development Project Inc Bulli Community Centre | 53,017 | St Clair Youth & Neighbourhood Team Inc St Clair Community Project | 117,364 |
| Orange City Council Orange Neighbourhood Centre | 67,269 | St George Community Services Inc St George Community Services Neighbourhood Centre | 41,027 |
| Our Community Place Inc Our Community Place Incorporated | 72,950 | Sugarvalley Neighbourhood Advancement Group Sugar Valley Neighbourhood Centre & Youth Projects | 105,998 |
| Parkes & District Neighbourhood & Community Information Centre Inc Parkes Neighbourhood Centre | 54,746 | Surry Hills Neighbourhood Centre Coop Ltd Surry Hills Neighbourhood Centre | 58,172 |
| Peninsula Community Centre Inc Peninsula Community Centre | 58,329 | Sutherland Shire Information & Community Service Inc Sutherland Shire Information & Community Service | 45,232 |
| Pole Depot Neighbourhood Centre Inc Pole Depot Neighbourhood Centre | 99,364 | Swansea Community Cottage Inc Swansea Community Cottage | 79,106 |
| Port Kembla Community Project Inc Port Kembla Community Outreach Project | 67,770 | Sydney University Settlement Settlement Neighbourhood Centre | 104,580 |
| Port Macquarie Neighbourhood Centre Inc Port Macquarie Neighbourhood Centre Wauchope Information & Neighbourhood Centre | 62,235 39,377 | Tamworth Youth Care Inc Coledale Community Centre | 35,794 |
| Raymond Terrace Neighbourhood Centre Inc Raymond Terrace Neighbourhood Centre | 76,257 | Temora Community Centre Inc Neighbourhood Centre – Temora | 43,289 |
| Regional Social Development Group Inc Deniliquin Neighbourhood Centre | 65,567 | The Entrance Neighbourhood Centre Inc The Entrance Neighbourhood Centre | 61,642 |
| Riverstone Neighbourhood Centre & Community Aid Service Inc Riverstone Neighbourhood Centre & Community Aid | 55,563 | The Factory Community Centre Inc Community Program – The Factory Community Centre | 61,894 |
| Riverwood Community Centre Inc Riverwood Neighbourhood Centre | 98,036 | The Junction Neighbourhood Centre Inc Neighbourhood Centre Project | 61,527 |
| Rockdale Community Services Inc Neighbourhood Centre – Rockdale | 60,856 | The Junction Works Inc Tallowood Community Centre Wattle Grove Neighbourhood Centre | 50,111 73,379 |
| Rozelle Neighbourhood Centre Inc Rozelle Neighbourhood Centre | 61,563 | The Neighbourhood House – Bayldon Boambee Bonville Sawtell Toormina Inc The Neighbourhood House | 37,387 |
| Samaritans Youth Services Samaritans Information & Neighbourhood Centre | 108,227 | The Rail Neighbourhood Association Inc Community Worker/Centre Co-ordinator – Albion Park Rail | 56,414 |
| San Remo Neighbourhood Centre Inc San Remo Neighbourhood Centre | 70,618 | The Uniting Church in Aust Property Trust (NSW) Harris Community Centre | 84,738 |
| Scone Neighbourhood Resource Centre Inc Scone Neighbourhood Resource Centre | 45,252 | Tomaree Neighbourhood Centre Inc Tomaree Neighbourhood Centre | 82,431 |
| Shalvey Community Centre Inc Shalvey Community Centre | 81,879 | Toukley Neighbourhood Centre Inc Toukley Neighbourhood Centre | 79,772 |
| Shoalhaven Neighbourhood Centre Inc East Nowra Centre Co-ordinator Nowra Neighbourhood Centre | 53,679 45,078 | Tumut & District Neighbourhood Centre Inc Tumut & District Neighbourhood Centre | 39,213 |
| Singleton Neighbourhood Centre Inc Singleton Neighbourhood Centre | 65,873 | Ulladulla & District Community Resources Centre Inc Milton Ulladulla Community Resources Centre 1 & 2 | 88,391 |
| South East Neighbourhood Centre South East Neighbourhood Centre | 80,824 | Unanderra/Figtree Area Residents Association Inc Unanderra Community Centre | 57,274 |
| South Sydney Community Aid Cooperative Ltd Multicultural Neighbourhood Centre – Redfern | 126,673 | Upper Hunter Community Services Inc Muswellbrook Neighbourhood Service | 84,045 |
| South Wallsend Neighbourhood Development Group Inc Elmore Vale Community Initiatives Program | 64,489 | Uralla Neighbourhood Centre Inc Uralla Neighbourhood Centre | 29,279 |
| South West Multicultural & Community Centre Inc South West Multicultural & Community Centre | 61,245 | Volunteering Coffs Harbour Inc Coffs Harbour Neighbourhood Centre | 63,599 |
| Southern Women's Group Inc Women's Resource Centre | 50,221 | Walla Mulla Family & Community Support Ltd Aboriginal Community Worker – Woolloomooloo Housing Estates Worker – Woolloomooloo Outreach Counselling Service | 54,690 73,858 96,652 |
| | | Warilla Neighbourhood Centre Inc Community Worker Project – Warilla | 65,946 |
| | | Warragamba-Silverdale Neighbourhood Centre Inc Neighbourhood Centre – Warragamba-Silverdale | 81,802 |

Community Services Grants Program (cont.)



| | |
|--|---------|
| Warrumbungle Shire Council | |
| Coonabarabran Community Access Project | 67,923 |
| Wellington Information & Neighbourhood Services Inc | |
| Wellington Information & Neighbourhood Services | 33,532 |
| Werrington Community Project Inc | |
| Werrington Area Community Development Team | 123,984 |
| West Dapto Community Association Inc | |
| Neighbourhood Centre Co-ordinator – West Dapto | 42,627 |
| Westside Community Centre Inc | |
| Westside Community Centre | 26,067 |
| Winmalee Neighbourhood Centre Inc | |
| Winmalee Neighbourhood Centre | 71,678 |
| Wollongong Women's Information Service Inc | |
| Wollongong Women's Centre | 178,401 |
| Women's Activities & Self Help House – The WASH House | |
| Women's Activities & Self Help House – The Wash House | 176,336 |
| Woodbine Neighbourhood Centre Inc | |
| Woodbine Neighbourhood Centre | 46,744 |
| Woodrising Neighbourhood Centre Inc | |
| Woodrising Neighbourhood Centre | 73,056 |
| Woodville Community Service Inc | |
| Woodville Community Services | 98,308 |
| Woolgoolga Neighbourhood Centre Inc | |
| Woolgoolga Neighbourhood Centre | 45,467 |
| Wyong Neighbourhood Centre Inc | |
| Wyong Neighbourhood Centre Community Development | 134,647 |
| Yarrahapinni Community House Inc | |
| Yarrahapinni Community House | 24,790 |
| Yawarra Meamei Women's Group Inc | |
| Lightning Ridge Neighbourhood Centre | 20,432 |
| Young Neighbourhood Centre Inc | |
| Young Neighbourhood Centre | 20,178 |
| YWCA | |
| Domestic Violence Support Worker | 37,911 |
| Peak, Coordination & Resource Project | |
| Armidale Dumaresq Council | |
| Armidale Regional Volunteer Centre | 16,628 |
| Association of Children's Welfare Agencies Inc | |
| Core Secretariat – ACWA | 245,652 |
| Bathurst Information & Neighbourhood Centre Inc | |
| Volunteering Bathurst | 43,193 |
| Central Coast Community Council Inc | |
| Regional Development Officer | 63,699 |
| City of Ryde Council | |
| Ryde/Hunters Hill Volunteer Referral Agency | 16,629 |
| Council of Social Service of NSW | |
| Core Operations – Council of Social Service | 549,718 |
| Hunter Volunteer Centre Inc | |
| Volunteer Education & Participation | 5,799 |
| Inner Sydney Regional Council for Social Development Inc | |
| Inner Sydney Regional Information Service | 97,937 |
| Liverpool City Council | |
| Liverpool Volunteer Resource Centre | 16,628 |
| Local Community Services Association | |
| Core Operations – Local Community Services | 212,930 |
| Mid North Coast Regional Council for Social Development | |
| Regional Community Services Information Project | 98,061 |
| Nepean Volunteer Services Inc | |
| Volunteer Referral Service – Penrith | 37,394 |

| | |
|--|---------|
| NSW Family Services Inc | |
| Data Collection – NSW Family Services | 10,068 |
| St George Community Services Inc | |
| Retired Seniors Volunteers Project | 17,400 |
| The Centre for Volunteering | |
| Pathways to Participation | 156,779 |
| Statewide Service | 304,892 |
| Western Information & Neighbourhood Centres | |
| Regional Development Project – WINC | 5,958 |
| Western Sydney Community Forum Inc | |
| Regional Resource Project | 122,836 |
| WSCF Executive Officer | 54,089 |
| Wollongong City Council | |
| Volunteering Illawarra | 16,184 |

Special Community Service

| | |
|--|--------|
| The Entrance Neighbourhood Centre Inc | |
| The Entrance District Recession Service | 43,757 |

FAMILY & INDIVIDUAL SUPPORT

Family Support Project

| | |
|---|---------|
| Anglicare – Welfare Services | |
| Liverpool Family Support Service | 69,743 |
| Liverpool Family Support Work | 124,388 |
| Mudgee Anglicare Family Support Service | 85,081 |
| Newtown/Marrickville Family Support | 254,231 |
| St Marys Family Support Work Project | 152,749 |

| | |
|------------------------------------|---------|
| Arab Council Australia Inc | |
| Arabic Family Support | 17,821 |
| Family Support Project – Bankstown | 163,322 |

| | |
|--|---------|
| Armidale Family Support Service Inc | |
| Armidale Family Support Service | 138,643 |

| | |
|---|--------|
| Armidale Youth Refuge Inc | |
| Inverell Family & Youth Support Service | 22,965 |

| | |
|--|---------|
| Aunties & Uncles Cooperative Family Project Ltd | |
| Family Project – Aunties & Uncles | 184,736 |

| | |
|--|---------|
| Australian Birthright Movement | |
| Lone Parent Family Support Service – Sydney | 162,061 |
| Lone Parents Family Support Northern Beaches | 26,411 |
| North West Sydney Lone Parent Family Support Service | |
| Rental Cumberland/Prospect | 15,498 |

| | |
|--|--------|
| Australian Turkish & Kurdish Community Services Cooperative Ltd | |
| Family Support Service – Auburn | 48,319 |

| | |
|--|---------|
| Ballina-Byron Family Centre Inc | |
| Ballina Byron Family Support Service | 161,969 |
| Family Support Training – Ballina | 2,804 |

| | |
|---|---------|
| Barnardos Australia | |
| Barnardos Family Support Program – Special Neighbours | 214,198 |
| Domestic Violence Program – Auburn | 72,916 |
| Penrith Special Neighbours Program | 206,200 |

| | |
|--|---------|
| Bathurst Family Support Service Inc | |
| Bathurst Family Support | 164,539 |

| | |
|---|--------|
| Blacktown Alcohol & Other Drugs Family Service Inc | |
| Blacktown Alcohol & Other Drugs Family Service | 66,057 |

| | |
|--|---------|
| Blue Mountains Family Support Service Inc | |
| Blue Mountains Family Support Service | 216,336 |

| | |
|--|---------|
| Bondi Beach Cottage Inc | |
| Bondi Beach Cottage Family Support Service | 169,493 |

| | |
|--|---------|
| Botany Family & Children's Centre Inc | |
| Botany Family Support Project | 127,141 |

| | |
|---|---------|
| Burwood Community Welfare Services Inc | |
| Inner West Family Support Service | 158,633 |

| | |
|--|---------|
| Cabramatta Community Centre Inc | |
| Domestic Violence Project – Cabramatta | 100,895 |

Community Services Grants Program (cont.)

\$

| | | | |
|---|---------|---|---------|
| Campbelltown Family Support Service Inc | | Family Support Network Inc | |
| Arabic Speaking Family Support Worker | 43,416 | Creative Early Childhood Project | 6,319 |
| Campbelltown Family Support Service | 169,606 | Lismore Family Support Service | 130,208 |
| Macarthur Aboriginal Family & Youth Support | 154,150 | Transitions Project | 14,280 |
| Vulnerable Families 0-3 Worker – Campbelltown | 62,835 | | |
| Canterbury City Community Centre Inc | | Family Worker Training & Development Program | |
| Early Intervention Family Support Service – VF | 5,637 | Family Worker Development Program | 67,637 |
| Casino Family Support Service Inc | | Far South Coast Family Support Service | |
| Casino Family Support Service | 162,138 | Far South Coast Family Support Service | 152,958 |
| Centacare | | Far West Family Services Inc. | |
| Blacktown After Hours Family Counselling & Parent Education Strategy | 50,000 | Broken Hill & Districts Family Support Service | 142,743 |
| Canterbury and Arabic Family Support | 289,774 | Financial Counselling Hunter Valley Project Inc | |
| Centacare Blacktown Family Support Service | 123,701 | Financial Counselling – Hunter Valley Project | 60,718 |
| Centacare Family Support Service – Lower North Shore & Northern Beaches | 265,193 | Glen Innes Family & Youth Support Service Inc | |
| Family Support, Family Network | 73,350 | Glen Innes Family & Youth Support Service | 97,881 |
| Hornsby Counselling & Family Support Service | 284,628 | Gosford City Family Support Service Inc | |
| Leichhardt Family Support Service | 154,732 | Gosford City Family Support Service | 331,442 |
| Parent Line | 415,181 | Goulburn Family Support Service Inc | |
| Penrith Family Support Service | 154,231 | Goulburn Family Support Service | 176,307 |
| Specialist Family Support Service – Centacare | 73,350 | Grace Cottage Inc | |
| Mount Pritchard Family Support Program | 142,341 | Family Support Service – Dubbo | 84,629 |
| Safe Start, Safe Future – VF | 60,195 | Granville Multicultural Community Centre Inc | |
| Central Coast Access Centre Inc | | Granville Family Support Scheme | 147,284 |
| Central Coast Access Centre | 5,078 | Griffith Regional Family Services Inc | |
| Central West Family Support Group Inc | | MIA Family Support Service | 45,043 |
| Central West Family Support Group | 103,930 | Griffith Bilingual Family Services | 15,080 |
| Murrin Bridge Family Support Riverside Drive Youth Program | 94,068 | Griffith Aboriginal Adolescent & Family Worker | 15,035 |
| Cessnock Family Support Service Inc | | Gunnedah Family Support Inc | |
| Cessnock Family Support Service | 179,759 | Gunnedah Family Support Centre | 81,437 |
| Church of England Children's Homes | | Hawkesbury City Council | |
| Summer Hill Family Support Service | 33,340 | Forgotten Valley Family Support Service | 90,634 |
| Community Links Wollondilly Inc | | Hawkesbury Community Outreach Services Inc | |
| Community Links Family Support | 61,490 | Colo Wilderness Family Support Service | 40,092 |
| Community Programs Inc | | Hawkesbury Community Services Inc | |
| Family & Youth Support Service | 166,830 | Hawkesbury Community Family Services | 57,767 |
| Cowra Information & Neighbourhood Centre | | HORIZONS Central Coast Family Services Inc | |
| Family Support Service – Cowra | 136,616 | Banksia Family Centre | 69,409 |
| Creating Links Cooperative Ltd | | Family Support Service – Wyong | 385,163 |
| Bankstown Family Support – VF | 17,821 | Hunter Aboriginal Children's Services | |
| Family Support Service – Bankstown – Creating Links | 229,864 | Aboriginal Family Support – Mayfield | 69,744 |
| Specialist Family Support Worker – Bankstown | 68,901 | Illawarra Family Support Service Inc | |
| Cystic Fibrosis New South Wales | | Illawarra Family Support Service | 60,502 |
| Family Support Program – North Ryde | 181,517 | Inner West Aboriginal Community Company Ltd | |
| Dandaloo Gayngil Aboriginal Corporation Inc | | Family Support Worker Marrickville/Glebe VF | 63,175 |
| Toomelah Family & Youth Support Service | 124,935 | Institute for Family Advocacy & Leadership Development Association Inc | |
| Eastlakes Family Support Service Inc | | Institute for Family Advocacy & Leadership Development | 218,348 |
| Eastlakes Family Support Service | 318,705 | Inverell Family & Youth Support Service Inc | |
| Emmanuel Care Centre Inc | | Inverell Family & Youth Support Service | 114,829 |
| Van-Ploy/Emmanuel Care Centre | 4,622 | Junaya for Families | |
| Eurobodalla Family Support Service Inc | | Junaya for Families | 421,167 |
| Eurobodalla Family Support Service | 179,434 | Karitane | |
| Fairfield Parent Support Centre Inc | | Parent Support Program | 111,624 |
| Fairfield Parent Support Centre | 249,606 | Kempsey Family Support Service Inc | |
| Fairfield Parent Support Centre – Recession Supp | 17,566 | Kempsey Family Support Service | 134,753 |
| Family Development Services Inc | | Kyogle Family Support Service Inc | |
| Co-ordinator Learning Difficulties Support Service | 30,253 | Kyogle Family Support Service | 69,588 |
| Mobile Learning Difficulties Support Service | 46,907 | Learning Links | |
| Family Services Illawarra Incorporated | | Learning Links Family Support & Counselling Service | 82,015 |
| Family Services Illawarra | 308,192 | Lithgow Family Support Service Inc | |
| Family Support Centre Inc | | Lithgow Family Support Service | 92,559 |
| Family Resource Project – Community Outreach Worker | 36,236 | Maitland Family Support Scheme Inc | |
| Family Services Activity Van | 92,270 | Maitland Family Support Scheme | 226,719 |
| Family Services Resource Project | 92,858 | Mallee Family Care Inc | |
| | | Wentworth Balranald Family Support | 83,114 |
| | | Wentworth Balranald Vulnerable Families | 53,239 |

Community Services Grants Program (cont.)



| | | | |
|---|---------|--|--|
| Manly Warringah Women's Resource Centre Ltd | | | |
| Manly Warringah Family Support Service | 164,968 | | |
| Manning Support Services Inc | | | |
| Family Support Services Manning – Great Lakes-Gloucester | 212,029 | | |
| Men & Family Centre Inc | | | |
| The Anti-Violence Project | 81,220 | | |
| Miimali Aboriginal Community Association Inc | | | |
| Blacktown Aboriginal Youth and Family Support Service | 265,352 | | |
| Ministry to Solo Parents & Their Families – Parramatta Diocese | | | |
| Solo Parents Centre | 132,168 | | |
| Mission Australia | | | |
| Albury Family Support Project | 159,822 | | |
| Cootamundra Community Workers | 156,742 | | |
| Griffith Family Support Services | 57,578 | | |
| Miller Family Support Service | 92,537 | | |
| Special Needs Worker Campbelltown | 29,911 | | |
| Yellow Bus Child At Risk Service | 41,395 | | |
| Monaro Family Support Service Inc | | | |
| Monaro Family Support Service | 121,710 | | |
| Moree Family Support Inc | | | |
| Moree Family & Adolescent Support Program | 159,685 | | |
| Mudgin-Gal Women's Corporation | | | |
| Mudgin-Gal Aboriginal Corporation Project | 91,417 | | |
| Muloobinba Aboriginal Corporation | | | |
| Muloobinba Family Support Services | 111,684 | | |
| Nambucca Valley Children's Group Inc | | | |
| Nambucca Bellingen Family Support Service | 145,164 | | |
| Newcastle Family Support Services Inc | | | |
| Family Support Project – Newcastle | 426,709 | | |
| Ngadrii Ngalli Way (My Mothers Way) Inc | | | |
| Ngadrii Ngalli Family Support Project | 44,636 | | |
| Northern Illawarra Family Support Service | | | |
| Northern Illawarra Family Support Service | 42,229 | | |
| Northern Settlement Services Ltd | | | |
| Family Welfare – Hamilton | 57,013 | | |
| Nowra Family Support Service Inc | | | |
| Nowra Family Support Service | 284,991 | | |
| Orange Family Support Service Inc | | | |
| Orange Family Support Service | 129,600 | | |
| Parkes & District Neighbourhood & Community Information Centre Inc | | | |
| Family Support Service – Parkes | 138,652 | | |
| Parramatta Holroyd Family Support Inc | | | |
| Parramatta Holroyd Family Support Service | 225,332 | | |
| Support Program for Adolescent Parents | 70,744 | | |
| Port Stephens Family Support Service Inc | | | |
| Port Stephens Family Support Service | 179,129 | | |
| Queanbeyan City Council | | | |
| Family Support Service – Queanbeyan | 121,303 | | |
| Regional Social Development Group Inc | | | |
| Deniliquin Family Support Service | 120,488 | | |
| Relationships Australia (NSW) | | | |
| Groupwork Training & Supervision Project | 164,241 | | |
| Growing Together Parents & Kids | 64,032 | | |
| Richmond Community Services Inc | | | |
| Hawkesbury Family Support Service | 37,630 | | |
| Riverwood Community Centre Inc | | | |
| Riverwood Family Support Service | 153,411 | | |
| Ryde Family Support Service Inc | | | |
| Ku-ring-gai Family Support Program | 71,710 | | |
| Ryde Family Support Service | 322,063 | | |
| Shine for Kids Coop Ltd | | | |
| Support For Children of Prisoners | 91,558 | | |
| Singleton Family Support Scheme Inc | | | |
| Singleton Family Support Service | 181,283 | | |
| South Coast Medical Service Aboriginal Corporation | | | |
| Aboriginal Family Support Service – Nowra | 64,573 | | |
| South West Child Adolescent & Family Services Association (CAFS) Inc | | | |
| Green Valley Family Support Service | 102,919 | | |
| Specialist Family Support Worker – Liverpool | 68,787 | | |
| St George Backstop Family Support Service Inc | | | |
| Family Support Project – Carlton | 266,093 | | |
| St Vincent de Paul Society | | | |
| The Centre Family Support Program | 96,641 | | |
| Sutherland Shire Family Services Inc | | | |
| Sutherland Shire Family Support Service | 274,745 | | |
| Tamworth Family Support Service | | | |
| Tamworth Family Support Service | 188,703 | | |
| Telopea Family Resources Inc | | | |
| Telopea Family Support Program | 261,284 | | |
| Temora Community Centre Inc | | | |
| Family and Youth Services | 60,856 | | |
| Tenterfield Social Development Committee | | | |
| Tenterfield Family & Youth Support Service | 129,149 | | |
| The Association of Bhanin El-Minieh | | | |
| Arabic Family Support Service | 61,775 | | |
| The Benevolent Society | | | |
| Benevolent Society's Home Start Program | 93,991 | | |
| Post Adoption Resource Centre | 394,845 | | |
| The Deli Women & Children's Centre Inc | | | |
| The Deli Family Support Service | 224,002 | | |
| The Factory Community Centre Inc | | | |
| The Factory Family Support Service | 50,363 | | |
| The Family Centre Community Projects Inc | | | |
| Tweed Valley Family & Youth Support Service | 331,187 | | |
| The Infants Home Ashfield | | | |
| Sydney Hope Cottage Family Support Project | 95,248 | | |
| The Junction Neighbourhood Centre Inc | | | |
| Family Support Program | 125,257 | | |
| The Uniting Church in Aust Property Trust (NSW) | | | |
| Baulkham Hills After Hours Family Counselling & Parent Education Strategy | 50,000 | | |
| Coffs Harbour Family Support Services | 142,734 | | |
| Group Work Co-ordinator | 41,388 | | |
| Hastings Family Support Service | 195,917 | | |
| Macarthur Intensive Family Based Service | 349,289 | | |
| NESB Family Support Worker | 57,957 | | |
| Northern Macarthur Family Support Service | 124,469 | | |
| Pathfinder | 14,383 | | |
| Quakers Hill Family Services Project | 89,764 | | |
| The Hills Family Centre Family Support | 117,494 | | |
| Unifam Adolescent Parent Mediation Service (Options) | 210,657 | | |
| Uniting Care Campbelltown Focus on New Families | 93,991 | | |
| Quakers Hill Family Services | 5,762 | | |
| Trustees of Sisters of the Good Samaritan | | | |
| Dadirri Gwandalan Family Support Service | 16,623 | | |
| Tweed Shire Women's Service Inc | | | |
| Tweed Shire Family & Individual Support | 72,593 | | |
| University of Newcastle | | | |
| Caravan Project | 299,432 | | |
| Homestart | 85,220 | | |
| Upper Hunter Community Services Inc | | | |
| Upper Hunter Family Support Service | 141,089 | | |
| Wagga Wagga Family Support Service Inc | | | |
| Wagga Wagga Family Support Service | 167,688 | | |

Community Services Grants Program (cont.)

| | | \$ | | |
|--|---|---------|---|---|
| Walla Mulla Family & Community Support Ltd | Special Family Support Project | 57,480 | Campbelltown Family Support Service Inc | Adolescent Family Worker – Campbelltown 44,942 |
| Warragamba-Silverdale Neighbourhood Centre Inc | Family Support Service – Warragamba | 59,608 | Central Illawarra Youth Services Inc | Young Adult Resource Information Project 36,458 |
| Waverley Council | Waverley Family Support Project | 32,058 | Coastal Accommodation Services Supporting Youth (CASSY) Inc | Youth Exit/Outreach Worker Project 62,592 |
| Wee Waa & District H.A.C.C. Association Inc | Namoi Family Support Service | 93,978 | Coolaburoo Neighbourhood Centre Inc | Youth Programs Officer – Revesby 74,117 |
| Westlakes Macquarie Family Support Service Inc | Westlakes Macquarie Family Support Service | 284,893 | Dubbo Neighbourhood Centre Incorporated | Detached Family Counsellor Project – Dubbo 88,622 |
| Wingecarribee Family Support Service | Wingecarribee Family Support Service | 185,598 | Glebe Youth Service Inc | Glebe Youth Centre Vacation Care Program 2,223 |
| Wollondilly/Camden Family Support Service Inc | Wollondilly/Camden Family Support Service | 76,491 | Granville Multicultural Community Centre Inc | Adolescent Support Worker – Granville 80,044 |
| Young Neighbourhood Centre Inc | Young Family Support | 48,632 | Illawarra Youth Housing Ltd | Adolescent & Family Counsellor – Illawarra 88,624 |
| General Counselling Project | | | Jesmond Neighbourhood Centre Inc | Detached Family Counsellor Project – Jesmond 68,392 |
| Anglicare-Welfare Services | Shoalhaven Outer Areas Counsellor | 31,719 | Families With Adolescents Support Project 61,010 | |
| Canterbury Earlwood Caring Association Ltd | Canterbury Community Counselling Service | 64,477 | Maitland Youth Crisis Service Inc | Detached Family Counsellor Project – Maitland / Cessnock 88,625 |
| Christian Community Aid Service Inc | Social Welfare Support Worker – CCAS | 42,938 | Manly Council | Adolescent & Family Counsellor Service 146,635 |
| ERAC Inc | Lifeline Mountains to Murray | 8,409 | Mission Australia | Adolescent Family Counsellor – Wagga Wagga 88,624 |
| Gay & Lesbian Counselling Service of NSW | Gay & Lesbian Counselling Service | 69,643 | Mountains Youth Services Team Inc | Lower Mountains Family & Adolescent Counselling 79,103 |
| Lifeline – Central West Inc | Lifeline – Central West | 5,128 | Narrabri & District Community Aid Service Inc | Narrabri Youth Service 27,798 |
| Redfern Legal Centre | Financial Counselling Credit & Debit Service | 99,116 | PACS Inc | Blacktown Adolescent Family Counsellor 80,021 |
| The Uniting Church in Aust Property Trust (NSW) | Lifeline/Youthline | 60,741 | Phoenix House Youth Services Inc | Phoenix House Youth Services 149,306 |
| Welfare Rights Centre Ltd | Welfare Rights Service – Surry Hills | 351,174 | Rosemount Youth & Family Services Inc | Day Survival & Detached Family Counsellor Service 448,352 |
| Women's Activities & Self Help House – The WASH House | Group Worker/Crisis Counsellor | 57,369 | Samaritans Youth Services | Creative Times Gateshead/Hamilton South 226,194 |
| Peak, Coordination & Resource Project | | | Shoalhaven Youth Accommodation Co Ltd | Detached Family Counsellor Project – Shoalhaven 88,624 |
| NSW Family Services Inc | Core Operations – NSW Family Services | 393,366 | South West Child Adolescent & Family Services Association (CAFS) Inc | Adolescent & Family Counsellor Project – Bankstown 88,115 |
| The Salvation Army (NSW) Property Trust | The Salvation Army Special Search Service | 124,358 | Detached Family Counsellor Project – Cabramatta 85,108 | |
| YOUTH SERVICES | | | Detached Family Counsellor Project – Liverpool 88,118 | |
| Adolescent Support Program | | | Southern Riverina Youth Support Services Inc | Adolescent Family Counselling Service 88,624 |
| Albury Wodonga Youth Emergency Services Ltd | Adolescent Family Counsellor – Albury | 132,535 | Southern Youth and Family Services Association Inc | Family Counselling Project – Wollongong 92,268 |
| Allambi Youth Services Inc | Lake Macquarie Detached Family Counsellor Project | 85,662 | The Bridge Youth Service Inc | Adolescent Family Counsellor Project – Sutherland 80,564 |
| Anglicare – Welfare Services | Campbelltown Detached Family Counsellor Project | 76,468 | The Deaf Society of NSW | Detached Family Counsellor Project – Parramatta 89,870 |
| Auburn Youth Centre Inc | Adolescent & Family Counsellor – Auburn | 72,538 | The Fact Tree Youth Service | Detached Family Counsellor Project – Waterloo 83,454 |
| Barnardos Australia | Queanbeyan & Region Adolescent & Family Counselling Service | 82,121 | The Ted Noffs Foundation Inc | Adolescent Family Program 53,050 |
| Bridging the Gap Sydney West Inc | St Marys Detached Family Counsellor Project | 89,643 | The Uniting Church in Aust Property Trust (NSW) | Detached Family Counsellor Project – Penrith 84,093 |
| | | | Gosford Adolescent & Family Counsellor 88,624 | |
| | | | Margaret Jurd Learning Centre 243,132 | |
| | | | The Entrance Youth Project 80,381 | |
| | | | Wyong Adolescent & Family Counsellor 91,102 | |
| | | | Trustees of the Christian Brothers | Young People's Support Program 74,116 |

Community Services Grants Program (cont.)

| | \$ | | |
|---|---------|---|---------|
| Uniting Care Northmead | | Bligh Park Community Services Inc | |
| Adolescent & Family Counsellor – Parramatta | 80,319 | Youth Project – Bligh Park | 66,531 |
| Upper Hunter Youth Services Inc | | Bridging the Gap Sydney West Inc | |
| Adolescent & Family Counsellor – Upper Hunter | 88,813 | Youth Development Centre – Bridging The Gap | 65,853 |
| Upper Mountains Youth Services Inc | | Byron Youth Service Inc | |
| Adolescent & Family Counsellor – Katoomba | 78,832 | Byron Youth Service | 67,472 |
| Veritas House Inc | | Youth Activities & Liaison Worker | 30,614 |
| Adolescent & Family Counselling Service – Veritas | 88,624 | Cabramatta Community Centre Inc | |
| Vietnamese Association of Wollongong | | Multicultural Youth Support Project | 146,768 |
| Indo Chinese Youth Worker | 26,564 | Youth Service Co-ordinator | 78,918 |
| Waverley Action for Youth Services | | Camden Area Youth Services | |
| Detached Family Counsellor Project – Bondi Beach | 79,517 | Youth Services Co-ordinator – Camden | 65,039 |
| Woodrising Neighbourhood Centre Inc | | Campbelltown Family Support Service Inc | |
| Adolescent & Family Counsellor – Woodrising | 114,450 | Youth Support Worker | 88,716 |
| Youth for Christ Australia Inc Central Coast Region | | Campbelltown Youth Services Inc | |
| Central Coast Adolescent and Family Counsellor | 84,103 | Campbelltown Youth Services | 345,433 |
| Community Youth Projects | | Canterbury City Council | |
| Al Zahra Islamic Council | | Canterbury Youth Support Worker | 84,403 |
| Youth Development Officer – Arncliffe | 50,319 | CareSouth | |
| Albury Wodonga Youth Project Inc | | Aunties & Uncles – South Coast | 31,755 |
| The Place | 82,772 | Casino Neighbourhood Centre Inc | |
| Ambarvale Rosemeadow Youth Services Committee | | Youth Worker – Casino | 60,555 |
| Ambarvale Youth Centre | 66,250 | Centacare | |
| Auburn Community Development Network | | Maitland Youth Counsellor Project | 60,549 |
| Youth Development Officer – Auburn | 58,718 | Central West Family Support Group Inc | |
| Auburn Youth Centre Inc | | Murrin Bridge Youth Service | 41,474 |
| Co-ordinator & Youth Worker Project – Auburn | 143,629 | Chester Hill Neighbourhood Centre Inc | |
| Australian Antiochian Orthodox Church Diocese Welfare Services | | Youth Project Officer – North Bankstown | 72,569 |
| Crisis Resolution Program – Youth | 61,513 | Churches of Christ Community Care | |
| Awabakal Newcastle Aboriginal Cooperative Ltd | | The Stepping Stone | 57,580 |
| Awabakal Youth Worker | 53,104 | Clarence Valley Council | |
| Ballina & District Community Services Assoc Inc | | Clarence Valley Youth Development Officer | 55,388 |
| Ballina & District Community Services Ass Youth Service | 79,586 | Claymore Neighbourhood & Youth Centres Inc | |
| Bankstown City Council | | Claymore Youth Development Project | 57,821 |
| After School Drop-In Centre – Bankstown | 231,697 | Female Youth Worker | 57,366 |
| Youth Development Officer – Bankstown | 69,150 | Coledale Community Group Inc | |
| Bankstown Multicultural Youth Service Inc | | Coledale Youth Project | 25,077 |
| Multicultural Youth Service – Bankstown | 242,455 | Community Activities Lake Macquarie Inc | |
| Baptist Community Services – NSW & ACT | | Lake Macquarie Youth Development Officer | 57,404 |
| Respite Recreation Network | 86,408 | Community Connections North Coast Inc | |
| Barnardos Australia | | Lismore & District Youth Services | 77,404 |
| Bundaleer Child & Family Community Development Project | 32,422 | Community Links Wollondilly Inc | |
| Youth Programmes Co-ordinator | 57,262 | Wollondilly Youth Services Network | 30,519 |
| Youth Support Worker Project | 84,895 | Youth Outreach Project | 17,974 |
| Baulkham Hills Shire Council | | Dundas Area Neighbourhood Centre | |
| Youth Development Officer – Baulkham Hills Council | 25,469 | Dundas Area Youth Service | 58,254 |
| Bay & Basin Community Resources Inc | | Dungog Information & Neighbourhood Service | |
| Youth Services Co-ordinator – Sanctuary Point | 50,084 | Dungog Area Youth Service | 45,896 |
| Bellambi Neighbourhood Centre Inc | | Dungog Youth & Family Counselling Service | 39,089 |
| Youth Project – Bellambi | 16,758 | Durri Aboriginal Corporation Medical Service | |
| Bellingen Neighbourhood Centre Inc | | Kempsey Youth Service | 73,472 |
| Bellingen & Seaboard Youth Services | 61,305 | Eastlake Youth Centre Inc | |
| Bellingen Shire Council | | Eastlake Youth Centre Project | 169,829 |
| Dorrigo Youth Service | 26,712 | Edgeworth Memorial Neighbourhood Centre Inc | |
| Berkeley Development Association Inc | | Northlakes Youth & Family Counsellor | 62,863 |
| Berkeley Youth Project | 41,050 | Northlakes Youth Project | 44,064 |
| Blacktown Youth Service Association Inc | | Emu Community Project Inc | |
| Youth Services Blacktown | 88,640 | Emu Plains Youth Activities Project | 51,975 |
| New Estates Youth Worker – Blacktown | 72,157 | Engadine District Youth Services Inc | |
| | | Engadine District Youth Services | 89,197 |
| | | Epping Youth Development Group Inc | |
| | | The Shack – Epping | 26,915 |
| | | Fairfield Community Resource Centre | |
| | | Youth Services Project | 338,184 |

Community Services Grants Program (cont.)

| | \$ | | |
|---|---------|--|---------|
| Federation of NSW Police-Citizens Youth Clubs | | Lane Cove Council | |
| Bourke Youth Centre | 159,558 | Lane Cove Council Youth Centre | 12,496 |
| Fusion (Australia) | | Lebanese Moslem Association | |
| Fusion Campsie Youth Cafe | 251,122 | Youth Development Officer – Lakemba | 50,312 |
| Fusion Mount Druitt Youth Service | 251,122 | Lithgow Information & Neighbourhood Centre Inc | |
| Fusion/Cranebrook Youth Development Project | 115,926 | Lithgow Adolescent & Family Counsellor | 29,821 |
| The Channel Youth Cafe – Penrith | 246,174 | Liverpool Districts Neighbourhood Centres Assoc | |
| Gilgandra Shire Council | | Youth Centre – Green Valley | 73,244 |
| Aboriginal Youth Worker Project – Gilgandra | 40,565 | Liverpool Women's Resource Centre Inc | |
| Glebe Youth Service Inc | | Liverpool Women's Resource Centre Project | 78,508 |
| Glebe Youth Project | 206,380 | Liverpool Youth Needs Committee Inc | |
| Gloucester Shire Council | | LYNC Place Liverpool | 136,071 |
| Gloucester Youth Service | 40,402 | Maari Ma Health Aboriginal Corporation | |
| Granville Multicultural Community Centre Inc | | Wentworth Shire Youth Support Worker | 52,659 |
| Community Youth Worker – Granville | 58,816 | Wilcannia Youth & Community Club | 52,415 |
| Great Lakes Community Resources Inc | | Macquarie Legal Centre Inc | |
| Aboriginal Youth Worker Project – Tuncurry | 36,015 | Youth Education Project | 31,223 |
| Great Lakes Youth Development Worker | 69,229 | Manly Council | |
| Greater Taree City Council | | Clearway Youth Club | 21,791 |
| Aboriginal Adolescent Support Program – Taree | 145,896 | Marayong House Neighbourhood Centre Inc | |
| Taree Youth Development Officer | 56,678 | Youth Development Worker – Kings Park | 60,634 |
| Gwydir Shire Council | | Maronite Catholic Family & Social Apostolate | |
| Bingara Youth Support Program | 14,101 | Our Lady of Lebanon Youth Worker | 45,044 |
| Hawkesbury City Council | | Marrickville Youth Resource Centre Inc | |
| Forgotten Valley Youth Project (2) | 17,747 | Marrickville Youth Resource Centre | 226,595 |
| Hawkesbury Community Outreach Services Inc | | Mid-Mountains Youth Futures Group | |
| Youth Access Worker | 70,892 | Mid-Mountains Youth Project | 90,524 |
| Helensburgh Community Centre Inc | | Mission Australia | |
| Helensburgh Youth Project | 15,363 | Miller Youth Centre | 33,178 |
| Hillsong Youth Services Inc | | Miyay Birray Youth Service Inc | |
| Part-Time Youth Worker Project – Hills District | 30,645 | Miyay Birray Youth Service | 248,298 |
| Holroyd City Council | | Mount Druitt Ethnic Communities Agency Inc | |
| Wentworthville Youth Service Outreach Youth Worker | 77,660 | Ethnic Youth Worker Project – Mount Druitt | 52,404 |
| Holroyd Youth Service Inc | | Mountains Youth Resource Organisation Inc | |
| Merrylands Youth Centre – Youth Worker | 58,446 | Mountains Youth Resource | 102,820 |
| Holy Family Parish – Mount Druitt | | Mountains Youth Services Team Inc | |
| Mount Druitt Youth Project | 59,670 | Mountains Youth Support Service | 50,000 |
| Illawarra Community Services Inc | | Springwood and Winmalee Youth Project | 72,320 |
| West Dapto Outreach Youth Project | 43,598 | Youth Recreation Officer Project – Springwood | 72,335 |
| Youth Work Project – Dapto | 18,395 | Springwood Youth Support Service | 63,699 |
| Illawarra Ethnic Communities Council Inc | | Winmalee Youth Service | 67,987 |
| Ethnic Youth Development Officer | 77,071 | Murdi Paaki Regional Enterprise Corp Ltd | |
| Jetty Bunker Youth Service Inc | | Goodooga Youth Centre | 20,000 |
| Coffs Harbour Youth Service – Jetty Bunker | 77,475 | Nambucca Shire Council | |
| Junee Shire Council | | Nambucca Shire Youth Services and Youth Development Officer | 91,051 |
| Youth Project – Junee Shire Council | 27,648 | Nicholli Cottage Neighbourhood Centre Inc | |
| Karabi Community & Development Services Inc | | Creative Holidays for Kids – Nicholli Cottage | 2,389 |
| Youth Activities Worker | 21,587 | North Richmond Community Centre Inc | |
| Youth Development Worker for Arthur Phillip & Caroline Chisholm Wards | 61,239 | North Richmond Youth Project | 68,636 |
| Kempsey Family Support Service Inc | | Nowra Youth Services Inc | |
| Kempsey Youth Support Worker | 84,895 | Youth Worker Project – Nowra | 51,731 |
| Koonawarra Area Residents Association Inc | | NSW Department of Tourism, Sport & Recreation | |
| Koonawarra Youth Work Project | 27,134 | Armidale Youth Support Project | 5,567 |
| Kurri Kurri Community Centre Inc | | Nungera Cooperative Society Ltd | |
| Cessnock Youth Development Officer | 72,275 | Lower Clarence Aboriginal Youth Service | 57,811 |
| Kurri Kurri Youth Centre | 58,967 | Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page | |
| Kyogle Youth Action Inc | | Eden Youth Service | 42,326 |
| Kyogle Youth Action | 61,339 | Eurobodalla Aboriginal Youth Project | 36,605 |
| Lake Macquarie Youth Network Inc | | Eurobodalla Youth Project | 46,459 |
| North Lakes Youth Project | 14,689 | Peninsula Community Centre Inc | |
| | | Peninsula Adolescent Support Project The Web Youth Service | 95,513 |
| | | Pole Depot Neighbourhood Centre Inc | |
| | | Youth Zone – Youth Centre for St George | 138,094 |
| | | Youth Zone After School Service | 251,122 |

Community Services Grants Program (cont.)



| | |
|---|---------|
| Port Kembla Youth Project Inc | |
| Port Kembla Youth Project | 30,618 |
| Port Macquarie – Hastings Council | |
| Youth Development Worker – Port Macquarie | 32,753 |
| Queanbeyan City Council | |
| Queanbeyan Youth Service | 31,815 |
| Raymond Terrace Neighbourhood Centre Inc | |
| Port Stephens Youth Support Project | 91,948 |
| Raymond Terrace Youth Cafe | 55,131 |
| Regional Youth Support Services Inc | |
| Co-ordinator – Wyoming Youth Centre | 74,017 |
| Gosford Youth Services | 167,360 |
| Kincumber & Kariong Youth Project | 57,378 |
| Peninsula Youth Support Worker | 33,522 |
| Riverina Medical & Dental Aboriginal Corporation | |
| Aboriginal Youth Worker – Wagga Wagga | 46,514 |
| Riverstone Neighbourhood Centre & Community Aid Service Inc | |
| Youth Development Officer Project – Riverstone | 57,138 |
| Riverwood Community Centre Inc | |
| Riverwood Youth Service | 95,465 |
| Rosie's Place Inc | |
| Child Adolescent and Family Sexual Assault Counselling and Outreach Project | 302,035 |
| Samaritans Youth Services | |
| Berkeley Vale Youth Centre | 95,464 |
| Community Youth Development Project – Samaritans | 92,329 |
| Developmental Youth Worker | 36,340 |
| Hunter Youth Support Service | 94,260 |
| Maitland & Dungog Youth Development Project | 73,812 |
| Samaritans Youth Services – Newcastle/Lake Macquarie | |
| The Hub – Early Intervention & Activities | 198,724 |
| The Cottage Youth Service | 55,606 |
| San Remo Neighbourhood Centre Inc | |
| San Remo Youth Services | 70,318 |
| San Remo Youth Services Co-ordinator | 27,628 |
| Youth Worker Assistant – Northern Wyong | 28,417 |
| Youth Worker Assistant – Summerland Point | 17,051 |
| Shellharbour Aboriginal Community Youth Association Inc | |
| Aboriginal Youth Project – Albion Park | 53,289 |
| Shire Wide Youth Service Inc | |
| Menai District Youth Services | 104,428 |
| Shopfront Theatre for Young People Coop Ltd | |
| Shopfront Youth Outreach Program | 48,575 |
| Singleton Council | |
| Singleton Youth Centre | 70,034 |
| South Sydney Youth Services | |
| South Sydney Youth Service | 290,050 |
| Southern Shoalhaven Youth Services Inc | |
| Youth Worker Southern Shoalhaven | 38,288 |
| Southlake Community Services Inc | |
| Southlake Youth Centre | 76,873 |
| SPYNS Inc | |
| South Penrith Youth Services | 125,680 |
| St Clair Youth & Neighbourhood Team Inc | |
| St Clair Youth Development Project | 89,039 |
| St Francis Welfare Ltd | |
| Come In Youth Resource Centre | 246,679 |
| St George Backstop Family Support Service Inc | |
| Southern Suburbs Youth and Family Support | 44,358 |
| St Joseph's Community Centre | |
| St Joseph's Youth Housing Service | 215,245 |

| | |
|--|---------|
| St Vincent de Paul Society | |
| Adolescent Support Worker | 63,134 |
| Liverpool Night Patrol | 16,524 |
| Sutherland Shire Family Services Inc | |
| Sutherland Youth & Family Support | 44,358 |
| Sydney University Settlement | |
| Settlement Youth Project | 81,291 |
| Tamworth Youth Care Inc | |
| Coledale Youth Project | 25,077 |
| Temora Community Centre Inc | |
| Youth Worker Project – Temora | 24,154 |
| The Council of the Municipality of Kiama | |
| Youth Project – North Kiama | 30,524 |
| The Fact Tree Youth Service | |
| Generalist Youth Worker Project | 132,479 |
| The Family Centre Community Projects Inc | |
| Youth Space Project | 44,619 |
| The Junction Works Inc | |
| Liverpool Youth Support Worker | 79,349 |
| The Shack Youth Services Inc | |
| The Shack Youth Services | 71,703 |
| The Shack Youth Support Worker Project | 83,271 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Children Living Skills Program | 49,220 |
| Doorways-1 | 49,971 |
| Mount Druitt Integrated Youth Service | 204,283 |
| Quakers Hill Youth Support Worker | 86,425 |
| Wesley Newcastle Youth Service | 54,017 |
| Thirroul Neighbourhood Centre Inc | |
| Youth Project – Thirroul | 55,679 |
| Tweed Training & Enterprise Co Ltd | |
| Murwillumbah Youth Centre | 11,527 |
| Unanderra/Figtree Area Residents Association Inc | |
| Unanderra Figtree Youth Project | 28,403 |
| Upper Hunter Community Services Inc | |
| Upper Hunter Youth Development Officer | 59,173 |
| Upper Hunter Shire Council | |
| Upper Hunter Shire Youth Services | 116,708 |
| Upper Hunter Youth Services Inc | |
| Muswellbrook Shire Youth Service | 116,733 |
| Upper Mountains Youth Services Inc | |
| Upper Mountains Youth Centre | 91,907 |
| Veritas House Inc | |
| Backtracks | 54,029 |
| Vietnamese Australian Welfare Association | |
| The Hearth | 83,414 |
| Walgett Shire Council | |
| Youth Development Officer – Walgett | 43,545 |
| Warilla Neighbourhood Centre Inc | |
| Youth Project – Warilla | 33,878 |
| Warren Shire Council | |
| Warren Youth Zone | 17,217 |
| Waverley Action for Youth Services | |
| Bondi Youth Centre Project | 136,126 |
| Wellington Information & Neighbourhood Services Inc | |
| WINS Youth Services | 135,585 |
| Werrington Community Project Inc | |
| Werrington Youth Development Project | 55,990 |
| Westlakes Youth Action Committee | |
| Toronto West Drop In Centre | 37,822 |
| Westway Youth Support Inc | |
| Out of Hours Youth Worker | 22,539 |
| Westway Youth Support | 63,046 |

Community Services Grants Program (cont.)

| | |
|---|-----------|
| Wollondilly Community Development Committee Inc | |
| Wollondilly Youth Services Network | 30,519 |
| Youth Outreach Project | 17,976 |
| Wyong Neighbourhood Centre Inc | |
| Wyong Youth Services | 163,379 |
| Yass Youth Association Inc | |
| Beat Street Youth Centre | 46,592 |
| YMCA | |
| Cooma YMCA Youth Project | 45,498 |
| Youth Action & Policy Association | |
| Western Sydney Regional Youth Development | 98,348 |
| Youth for Christ Australia Inc Central Coast Region | |
| Central Coast Early Intervention Adolescent and Family Counsellor | 51,531 |
| Youth Off the Streets Ltd | |
| Macquarie Fields Multi-Purpose Youth Centre – Capital | 1,500,000 |
| YWCA | |
| Big Sister/Big Brother Program | 32,609 |
| Broken Hill Youth Service | 16,275 |

Local Government Salary Subsidies – Youth

| | |
|--|--------|
| Blacktown City Council | |
| Salary Subsidy – Blacktown Youth Worker | 12,309 |
| Blue Mountains City Council | |
| Salary Subsidy – Blue Mountains Youth Worker | 12,309 |
| Campbelltown City Council | |
| Youth Development – Campbelltown | 24,619 |
| Canterbury City Council | |
| Salary Subsidy – Canterbury Youth Worker | 12,309 |
| City of Ryde Council | |
| Salary Subsidy – Ryde Youth Worker | 12,309 |
| City of Sydney Council | |
| Salary Subsidy – Sydney Youth Worker | 12,309 |
| Salary Subsidy – Sydney Youth Worker 1 | 12,309 |
| Fairfield City Council | |
| Salary Subsidy – Fairfield Youth Worker | 12,309 |
| Gosford City Council | |
| Salary Subsidy – Team Leader Youth Services | 12,309 |
| Hawkesbury City Council | |
| Salary Subsidy – Hawkesbury Youth Worker | 12,309 |
| Holroyd City Council | |
| Salary Subsidy – Holroyd Youth Worker | 12,309 |
| Hurstville City Council | |
| Salary Subsidy – Hurstville Youth Worker | 9,232 |
| Ku-ring-gai Council | |
| Salary Subsidy – Ku-ring-gai Youth Worker | 12,309 |
| Lane Cove Council | |
| Salary Subsidy – Lane Cove Youth Worker | 12,309 |
| Leichhardt Municipal Council | |
| Salary Subsidy – Leichhardt Youth Worker | 12,309 |
| Liverpool City Council | |
| Salary Subsidy – Liverpool Youth Worker | 12,309 |
| Manly Council | |
| Salary Subsidy – Manly Youth Worker | 12,309 |
| Marrickville Council | |
| Salary Subsidy – Marrickville Youth Worker | 12,309 |
| Parramatta City Council | |
| Salary Subsidy – Parramatta Youth Worker | 12,309 |
| Penrith City Council | |
| Salary Subsidy – Penrith Youth Worker | 12,309 |

\$

| | |
|--|--------|
| Port Stephens Council | |
| Salary Subsidy – Port Stephens Youth Worker | 12,309 |
| Randwick City Council | |
| Salary Subsidy – Randwick Youth Worker | 12,309 |
| Shellharbour City Council | |
| Salary Subsidy – Shellharbour Youth Worker 1 | 12,309 |
| Salary Subsidy – Shellharbour Youth Worker 2 | 12,309 |
| Sutherland Shire Council | |
| Salary Subsidy – Sutherland Youth Worker | 12,309 |
| The Council of the City of Botany Bay | |
| Salary Subsidy – Botany Youth Worker | 12,309 |
| The Council of the Shire of Hornsby | |
| Salary Subsidy – Hornsby Youth Worker | 12,309 |
| Warringah Council | |
| Salary Subsidy – Warringah Youth Worker | 12,309 |
| Waverley Council | |
| Salary Subsidy – Waverley Youth Worker 1 | 12,309 |
| Willoughby City Council | |
| Salary Subsidy – Willoughby Youth Worker | 12,309 |
| Wollongong City Council | |
| Salary Subsidy – Wollongong Youth Worker 1 | 12,309 |
| Salary Subsidy – Wollongong Youth Worker 2 | 12,309 |
| Wyong Shire Council | |
| Salary Subsidy – Wyong Youth Worker | 12,309 |

Peak, Coordination & Resource Project

| | |
|--|---------|
| YMCA | |
| Statewide Community Development Officer | 53,878 |
| Youth Action & Policy Association | |
| Core Operations – YAPA | 375,608 |

Community Solutions and Crime Prevention – continuation of funding

\$

| | |
|---|---------|
| Berkeley Development Association Inc | |
| Berkeley Recreation Education Centre | 42,000 |
| Canterbury City Council | |
| U-Turns 4 Youth | 20,000 |
| Central Coast Domestic Violence Court Assistance Scheme Inc. | |
| Domestic Violence Court Intervention Response Team | 99,000 |
| Central Coast Emergency Accommodation Services Inc. T/as Coast Shelter | |
| Youth Outreach Worker | 68,000 |
| Coomaditchie United Aboriginal Corporation | |
| Coomaditchie Community Garden | 42,000 |
| Cringila Community Cooperative | |
| Cringila Crime Prevention Through Arts & Crafts | 24,000 |
| Dubbo Neighbourhood Centre | |
| Detached Youth Worker Project | 11,000 |
| Illawarra Aboriginal Corporation | |
| Myimbarr | 180,000 |
| Illawarra Muslim Women's Association Inc. | |
| Bridging the Gap Project | 87,000 |
| Mallee Family Care | |
| Youth Action Project | 113,000 |
| Maroubra PCYC | |
| Maroubra PCYC Learning Centre | 5,000 |
| Northern Illawarra Support Service Inc. | |
| Domestic Violence Support Groups for Women and Children | 38,000 |
| Shellharbour City Council | |
| After Hours Youth Workers | 23,000 |
| Taree-Manning Women's Refuge | |
| Police/Women's Refuge Partnership Against Domestic Violence Project | 165,000 |

Community Solutions and Crime Prevention – continuation of funding (cont.)

\$

| | |
|---|---------|
| The Shack Youth Services | |
| South Maroubra Outreach Project | 82,000 |
| Warilla Community Neighbourhood Centre | |
| Community Advocate | 81,000 |
| Warrawong Residents Forum | |
| Warrawong Community Kitchen | 61,000 |
| Wesley Mission | |
| Pacific Islander Family and Student Project | 222,095 |
| Wyong Shire Council | |
| Lake Haven Youth Place Coordinator | 75,000 |
| YWCA NSW | |
| Nowra After Hours Domestic Violence Service | 100,000 |

Families NSW Program

FAMILIES NSW INITIATIVE (formerly Families First)

\$

| | |
|---|---------|
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| Supported Playgroup (Bradfordville) – Goulburn | 21,610 |
| Anglicare – Welfare Services | |
| 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 |
| Armidale Family Support Service Inc | |
| 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 |
| Auburn Migrant Resource Centre | |
| Early Intervention Family Support Project | 82,471 |
| Awabakal Newcastle Aboriginal Cooperative Ltd | |
| Transition to School for Aboriginal Children | 20,000 |
| Ballina-Byron Family Centre Inc | |
| Ballina/Byron Volunteer Home Visiting Service | 136,243 |
| Early Years | 112,158 |
| Ocean Shores Parenting Centre | 63,699 |
| Baptist Community Services – NSW & ACT | |
| 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 |
| Barnardos Australia | |
| 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 |
| Baulkham Hills Holroyd Parramatta Migrant Resources Centre | |
| Early Intervention Family Support Service Holroyd Parramatta | 116,000 |
| Families First CALD Perinatal – Cumberland | 126,052 |
| Bega Valley Shire Council | |
| Baby Massage Project | 8,000 |
| Transition To School | 8,000 |
| Biripi Aboriginal Corporation Medical Centre | |
| Taree Aboriginal Family Worker | 63,699 |
| Blacktown City Council | |
| Families NSW Community Hub Model Development Project | 140,000 |
| Blacktown Migrant Resource Centre | |
| Early Intervention Family Support | 179,939 |
| Families First CALD Perinatal Project – Blacktown Baulkham Hills | 128,052 |
| Blue Mountains Family Support Service Inc | |
| Early Intervention Family Support – Upper Mountains | 56,798 |
| Botany Family & Children's Centre Inc | |
| Randwick/Botany Supported Playgroup Service | 168,379 |
| Browns Flat Aboriginal Corporation | |
| Communities for Kids – Children's Christmas Party | 2,000 |
| Bunjum Aboriginal Cooperative Ltd | |
| Ballina Family Worker (Aboriginal) | 66,549 |
| Burrn Dalai Aboriginal Corporation Inc | |
| Families First Nambucca Young Parent Worker | 47,132 |
| Burwood Council | |
| Ashfield Burwood Canada Bay & Strathfield Family & Children's Services Interagency-FF | 30,990 |
| Campbelltown Family Support Service Inc | |
| Macarthur Family Worker – Families First | 258,370 |
| Canterbury City Council | |
| Canterbury Family & Children's Services Interagency-FF | 30,990 |
| Centacare | |
| 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 |
| Central Coast Kids Day Out Inc | |
| Central Coast Kids Day Out – 2006 | 5,000 |
| Children First Inc | |
| Families First Early Literacy Project – Blacktown Baulkham Hills | 138,048 |
| Families First Early Literacy Project – Cumberland | 108,052 |
| Christian Outreach Centre | |
| South Grafton Community House | 9,124 |
| Coastwide Child & Family Services Inc | |
| Supported Playgroups – Gosford | 100,799 |
| Cobar Mobile Children's Services Inc | |
| Birth to Kindergarten – Phase Two (Cobar) | 8,000 |
| Coffs Harbour Aboriginal Family Community Care Centre Inc | |
| Coffs Harbour Aboriginal Family Worker | 74,687 |
| Communicare Sydney | |
| St George Supported Playgroup Service | 189,039 |
| Community Activities Lake Macquarie Inc | |
| Hunter Networks Newsletter | 5,000 |
| Community Links Wollondilly Inc | |
| Wollondilly Communities 4 Kids | 37,150 |

Families NSW Program (cont.)

\$

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 | 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 |
|---|-------|

Continuing Education Centre (Albury-Wodonga Ltd)

| | |
|--|--------|
| Mobile Supported Pilot Playgroup Corowa, Urana & Hume Shires | 20,000 |
|--|--------|

Creating Links Cooperative Ltd

| | |
|--|---------|
| Bankstown Family Support Service Family Worker | 251,122 |
|--|---------|

Cringila Community Cooperative

| | |
|------------------------------|--------|
| Cringila Supported Playgroup | 22,726 |
|------------------------------|--------|

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 & 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 – Goori 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 |
|---------------------------------|--------|

Durri Aboriginal Corporation Medical Service

| | |
|---|--------|
| Kempsey Shire Aboriginal Family Workers | 97,694 |
|---|--------|

Early Education (EARLYED) Inc

| | |
|--|---------|
| Families First Early Childhood Intervention Mobile Playgroup | 110,000 |
|--|---------|

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 |
|--|--------|

Family Child Care Services Central Coast Inc

| | |
|------------------------------------|--------|
| Aboriginal Speech Outreach Project | 20,761 |
|------------------------------------|--------|

Family Services Illawarra Incorporated

| | |
|-----------------------------------|--------|
| Early Support Family Worker Hours | 38,612 |
|-----------------------------------|--------|

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 & 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 |
|------------------------------|--------|

Great Lakes Gloucester Child/Family Services Inc

| | |
|---------------------------------------|--------|
| Gloucester Mobile Supported Playgroup | 39,674 |
|---------------------------------------|--------|

Gunnedah Family & Children's Service Inc

| | |
|------------------------------|--------|
| Gunnedah Supported Playgroup | 33,625 |
|------------------------------|--------|

\$

NSW DEPARTMENT OF COMMUNITY SERVICES ANNUAL REPORT 2006/07 217

Families NSW Program (cont.)

\$

| | |
|---|---------|
| Nambucca Valley Community Services Council | |
| Nambucca Bellingen Volunteer Home Visiting Service | 90,163 |
| Narrabri & District Community Aid Service Inc | |
| 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 |
| Newcastle Family Support Services Inc | |
| Family Worker – Newcastle Local Government Area | 80,218 |
| Noah's Ark Centre of Shoalhaven Inc | |
| Autism and Asperger's Syndrome Conference | 1,000 |
| Managing Children Program Behaviour Network Coordination | 50,153 |
| North St Marys Neighbourhood Centre Inc | |
| Strengthening Communities – North St Marys | 64,831 |
| Northern Illawarra Family Support Service | |
| Early Support Family Worker Hours | 12,872 |
| Northern Settlement Services Ltd | |
| CALD Family Worker | 150,016 |
| Nowra Family Support Service Inc | |
| Ulladulla Early Support Family Worker | 43,221 |
| Nowra Local Aboriginal Land Council | |
| NAIDOC Week – Shoalhaven | 1,000 |
| Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page | |
| 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 |
| Orange Community Resource Organisation Inc | |
| Central West Supporting Children Starting School | 103,975 |
| Parkes & District Neighbourhood & Community Information Centre Inc | |
| Tottenham, Trundle & Tullamore Supported Playgroups | 21,106 |
| Parramatta City Council | |
| Families First Holroyd Parramatta Aboriginal Family Support Service | 67,665 |
| Pilliga & District Community Link Committee Inc. | |
| Child Adolescent Mental Health Resource Kit | 2,600 |
| Pilliga Supported Playgroup | 23,151 |
| Queanbeyan Children's Special Needs Group Inc | |
| Queanbeyan Special Needs Children's Holiday Program | 14,018 |
| Queanbeyan City Council | |
| Queanbeyan Indigenous Playschool | 25,936 |
| Regional Social Development Group Inc | |
| FF Volunteer Home Visiting Service – Culcairn, Holbrook, Lockhart & Urana | 95,086 |
| FF Volunteer Home Visting Service – Berrigan, Corowa, Jerilderie | 95,086 |
| Relationships Australia (NSW) | |
| Ryde Hunters Hill CALD Parenting Pilot Project | 155,295 |
| Save The Children Fund Australia | |
| Inner City Mobile Playbus | 97,500 |
| Riverina Murray FF Supported Playgroups | 144,620 |
| SDN Children's Services Inc | |
| Early Childhood Intervention Mobile Playgroup – Parramatta | 157,059 |
| Seaboard Community Neighbourhood Services Inc | |
| Mobile Resource Playgroup | 46,741 |
| Shellharbour Aboriginal Community Youth Association Inc | |
| Koori Youth Worker in Schools Resources | 4,000 |
| Shellharbour City Council | |
| Community Transport Brokerage | 15,042 |
| South Coast Medical Service Aboriginal Corporation | |
| Jerinja Aboriginal Supported Playgroup | 23,294 |
| Koori Baby Bag Project | 4,000 |

South Inverell Residents Association

| | |
|------------------------------------|--------|
| FF-FFIG-Infrastructure | 824 |
| South Inverell Supported Playgroup | 24,684 |

South Sydney Youth Services

| | |
|--|--------|
| La Pouse Supported Activities Program FF | 40,000 |
|--|--------|

SPYNS Inc

| | |
|--|--------|
| Aboriginal and Torres Strait Islander Early Intervention Family Worker | 55,000 |
| Community Hub Project – Penrith | 70,001 |

St George Advocates for Children (Inc)

| | |
|--|--------|
| St George Child & Family Interagency Project | 41,320 |
|--|--------|

St George Division of General Practice

| | |
|--|--------|
| General Practitioner Collaboration Project | 14,000 |
|--|--------|

Tamworth Family Support Service

| | |
|--|--------|
| Southern FFIG Infrastructure | 1,000 |
| Southern Outreach Early Intervention Family Worker | 78,012 |
| Tamworth Supported Playgroup – Families First | 36,275 |
| Quirindi Supported Playgroup | 824 |

Temora Preschool Kindergarten Inc

| | |
|--|--------|
| Temora and Surrounds Pilot Supported Playgroup | 25,000 |
|--|--------|

Tenterfield Social Development Committee

| | |
|---|--------|
| Tenterfield Aboriginal Family Links Project | 36,641 |
|---|--------|

The Benevolent Society

| | |
|--|---------|
| 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 |

The Council of the Shire of Hornsby

| | |
|----------------------------------|---------|
| Aboriginal Community Facilitator | 100,871 |
|----------------------------------|---------|

The Family Centre Community Projects Inc

| | |
|---|---------|
| 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 |

The Neighbourhood House – Bayldon Boambee Bonville Sawtell Toormina Inc

| | |
|--------------------------|--------|
| Home-Start Coffs Harbour | 77,672 |
|--------------------------|--------|

The Northcott Society

| | |
|-----------------------|---------|
| Family Resource Links | 154,446 |
|-----------------------|---------|

The Uniting Church in Aust Property Trust (NSW)

| | |
|---|---------|
| 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 |

TRI Community Exchange Inc

| | |
|---------------------------------------|--------|
| Service Network Project – Nepean Area | 34,606 |
|---------------------------------------|--------|

Trustees Roman Catholic Church Diocese of Lismore

| | |
|--|---------|
| Hastings Families First Community Development and Promotion Strategy | 13,389 |
| Hastings Homestart | 102,660 |

University of Newcastle

| | |
|--|--------|
| Volunteer Home Visiting Service – Newcastle & Lake Macquarie | 96,351 |
|--|--------|

Families NSW Program (cont.)

\$

| | |
|---|---------|
| Upper Hunter Community Services Inc | |
| Aboriginal Family Worker – Upper Hunter | 76,174 |
| Hunter Park Family Centre | 74,876 |
| Wagga Wagga City Council | |
| Families NSW Conference | 25,000 |
| Family NSW Aboriginal Family Worker Project | 140,000 |
| Wariga Ngurra | |
| Aboriginal Family Worker Service – Port Stephens | 76,174 |
| Warringah Council | |
| Culturally and Linguistically Diverse Community Facilitator Project | 50,000 |
| Metro Central Results Based Accountability Training Project | 27,500 |
| Western Sydney Community Forum Inc | |
| Service Network Project | 120,000 |
| WESTIR Ltd | |
| Northern Sydney Data Project | 20,000 |
| Wingecarribee Family Support Service | |
| Aboriginal Community Development Project | 40,000 |
| Wollondilly/Camden Family Support Service Inc | |
| Wollondilly Communities 4 Kids | 37,149 |
| Yerin Aboriginal Health Services | |
| Aboriginal Mothers & Babies Worker | 70,017 |
| ATSI Early Intervention Worker | 52,683 |
| Young Neighbourhood Centre Inc | |
| Parent Education & Support Network | 52,409 |
| Southern Slopes Volunteer Home Visiting Service | 50,258 |
| Young Preschool Kindergarten Inc | |
| Mobile Early Childhood Service Southern Slopes | 21,228 |
| YWCA | |
| Kids 4 L.I.F.E. | 84,248 |

Out-of-Home Care

AFTER CARE

\$

| | |
|--|---------|
| Centacare | |
| After Care Service – Centacare OOHC | 108,537 |
| ALIVE Program-02 | 260,366 |
| The Uniting Church in Aust Property Trust (NSW) | |
| ACE Program | 348,710 |
| ACE Southern | 315,645 |

GENERAL COMMUNITY BASED SERVICES

| | |
|--|---------|
| Aboriginal Child, Family & Community Care State Secretariat (NSW) Inc | |
| 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 |
| Aboriginal Children's Service Ltd | |
| 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 |
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| 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 |
| Anglicare – Welfare Services | |
| 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 |

Baptist Community Services – NSW & ACT

| | |
|----------|---------|
| Pathways | 270,065 |
|----------|---------|

Barnardos Australia

| | |
|-------------------------------------|-----------|
| 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 |

Biripi Aboriginal Corporation Medical Centre

| | |
|---|---------|
| 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 |

Boys' Town Engadine

| | |
|---------------------|---------|
| Dunlea Living Area | 294,317 |
| Fleming Living Area | 297,463 |
| Power Living Area | 296,792 |

Burrn Dalai Aboriginal Corporation Inc

| | |
|---|---------|
| Burrn Dalai Out of Home Care & Family Support – Addition to 82601 | 118,856 |
| Burrn Dalai Out of Home Care and Family Support Service | 251,379 |

Centacare

| | |
|--|---------|
| 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 |

Central West Family Support Group Inc

| | |
|-------------------------------------|---------|
| Aboriginal Out-of-Home Care Support | 118,856 |
|-------------------------------------|---------|

Edmund Rice Community Services

| | |
|--------------|---------|
| Eddy's Place | 377,390 |
|--------------|---------|

Hunter Aboriginal Children's Services

| | |
|--|---------|
| Hunter Foster Care | 247,206 |
| Hunter Foster Care – addition to project 80505 | 118,856 |

International Social Services (NSW Region)

| | |
|--|--------|
| NSW Based Counselling & Family Tracing Service for Former British Child Migrants | 30,000 |
|--|--------|

KARI Aboriginal Resource Inc

| | |
|---------------------------------|---------|
| 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 |

Link-Up (NSW) Aboriginal Corporation (Metro West)

| | |
|--------------------|---------|
| Family-Link Worker | 118,856 |
|--------------------|---------|

Lutanda Children's Home

| | |
|--------------------------|---------|
| Group Home – Castle Hill | 118,637 |
|--------------------------|---------|

Macarthur District Temporary Family Care Inc

| | |
|----------------|---------|
| General Scheme | 242,319 |
|----------------|---------|

Mallee Family Care Inc

| | |
|---------------------------------|---------|
| Wentworth Balranald Foster Care | 221,782 |
|---------------------------------|---------|

Marist Youth Care Ltd

| | |
|---------|---------|
| Egan | 301,230 |
| Minahan | 376,656 |
| Quinlan | 388,027 |

Out-of-Home Care (cont.)

| | |
|---|-----------|
| Missionary Sisters of Mary Queen | |
| St Therese House | 90,904 |
| NSW Committee on Adoption and Permanent Care Inc | |
| Be My Family Project | 12,790 |
| South Coast Medical Service Aboriginal Corporation | |
| Shoalhaven Aboriginal Out of Home Service | 335,136 |
| Southern Youth and Family Services Association Inc | |
| Out of Home Service-SYFSA – Illawarra | 736,092 |
| St Joseph's Community Centre | |
| Tweed Heads Family Visitation Service | 222,896 |
| Stretch-A-Family Inc | |
| Substitute Care On Track | 515,175 |
| The Burdekin Assoc Inc | |
| Birkley Cottage Substitute Care Project | 253,705 |
| The Foster Parent Support Network Inc | |
| Foster Parent Support Network Program | 68,382 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Byrnes | 530,113 |
| Coffs Harbour Foster Care Program | 1,366,636 |
| Dunkeld – Family & Youth Support | 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 |
| Wandiyali ATSI Inc | |
| Hunter Aboriginal OOH | 71,594 |
| Hunter Aboriginal OOH – addition to project | 118,856 |
| Youth Off the Streets Ltd | |
| New Pathways | 326,576 |
| Southern Highlands Residential Treatment Programs | 202,500 |

HIGH NEEDS KIDS PLACEMENTS

| | |
|--|------------|
| Allambi Youth Services Inc | |
| BIDDABA | 4,854,157 |
| Centacare | |
| Centacare Children and Adolescent Residential Services | 3,046,662 |
| Life Without Barriers | |
| Children & Young Persons Placement Service | 16,015,219 |
| Lifestyle Solutions (Aust) Ltd | |
| Lifestyle Placements for Youth | 233,161 |
| Marist Youth Care Ltd | |
| The Compass Services (Intensive Residential Care) | 6,845,703 |

INTENSIVE OUT-OF-HOME CARE SERVICES

| | |
|---|---------|
| Southern Youth and Family Services Association Inc | |
| Intensive Out of Home Services – Wollongong | 159,415 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Adolescent Crisis/Short Term | 270,241 |

POST CONTRACT SERVICES

| | |
|--|-----------|
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| Adolescent Community Placement Service | 1,283,451 |
| Biripi Aboriginal Corporation Medical Centre | |
| Marungbai Leaving Care & After Care Service | 370,136 |
| Caretakers Inc | |
| Intensive Out of Home Service – Bondi | 584,617 |

\$

CASPA – Child & Adolescent Specialist Programs & Accommodation

| | |
|---|-----------|
| Adolescent Service (North Coast) | 495,228 |
| Centacare | |
| Alive Leaving Care Services | 230,492 |
| Sherbrook Intensive Support Service | 292,322 |
| CREATE Foundation Inc | |
| Create Foundation | 414,676 |
| Foster Care Association (NSW) Inc | |
| Peer Support & Information Service (2) | 332,221 |
| Regional Network Development Project | 100,000 |
| Marist Youth Care Ltd | |
| Marist Intensive Support Service | 1,182,917 |
| Ngunya Jarjum Aboriginal Child and Family Network Inc | |
| Ngunya Jarjum Aboriginal Child & Family Network | 246,070 |
| Ngunya Jarjum Aboriginal Child & Family Network – addition to project 81925 | 118,856 |
| Relationships Australia (NSW) | |
| After Care Project – Metro West Region | 350,883 |
| After Care Resource Centre – Support Service | 116,845 |
| After Care Resource Centre – Central | 178,047 |
| St Joseph's Cowper Inc | |
| Adolescent Service (St Joseph's) | 515,175 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Intensive Support Community Placement – Orana | 553,627 |
| United Protestant Association | |
| Youth Care UPA | 148,770 |

Redfern Waterloo Partnership

\$

| | |
|---|---------|
| Barnardos Australia | |
| Redfern Waterloo Intensive Family Support Service | 581,124 |
| Centacare | |
| Redfern Waterloo Family Support Counselling – CALD Families | 87,500 |
| Mudgin-Gal Women's Corporation | |
| Redfern Waterloo In-Home Support for Aboriginal Families | 87,500 |

Supported Accommodation Assistance Program

\$

CASE MANAGEMENT

| | |
|--|---------|
| Bungree Aboriginal Association Inc | |
| Aboriginal Adolescent & Family Counsellor | 80,806 |
| Aboriginal Youth & Family Supported Accommodation Assistance Project | 153,636 |
| Samaritans Youth Services | |
| Samaritans Youth Services – Samaritans Outreach Team | 377,959 |

DOMESTIC VIOLENCE – RURAL & REMOTE

| | |
|---|---------|
| Central Tablelands Housing Association Inc | |
| Operation Courage | 31,101 |
| Linking Women with Safety Across the Communities Inc | |
| Linking Women With Safety Across the Communities | 153,854 |

EX-HPAP PROJECTS

| | |
|--|-----------|
| Mission Australia | |
| Campbell House – Mission Australia Centre | 1,129,779 |
| Supported Accommodation Program – Single Men | 567,105 |
| St Vincent de Paul Society | |
| Matthew Talbot Hostel – Woolloomooloo | 3,659,755 |
| The Salvation Army (NSW) Property Trust | |
| Foster House CHOP | 840,820 |
| Foster House Crisis | 1,690,739 |
| The Uniting Church in Aust Property Trust (NSW) | |
| 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 |
| Anglicare 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.)

| | |
|---|---------|
| The Salvation Army (NSW) Property Trust | |
| 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 |
| The Station Ltd | |
| The Station | 277,612 |
| The Uniting Church in Aust Property Trust (NSW) | |
| McKenzie Centre | 99,956 |
| The Noreen Towers Community | 260,624 |
| Wesley Dalmar – Short Term Units | 113,100 |
| Trustees of the Roman Catholic Church for the Archdiocese of Canberra & Goulburn | |
| St Benedicts Community Day Centre | 63,839 |
| St Benedicts Crisis Accommodation Service | 90,358 |
| Upper Hunter Community Services Inc | |
| Upper Hunter Crisis Accommodation Service | 83,850 |
| Wentworth Area Community Housing Ltd | |
| Housing Resource Worker | 130,992 |
| Wollongong Emergency Family Housing Inc | |
| Wollongong Emergency Family Housing | 260,900 |
| Young Crisis Accommodation Centre | |
| Young Crisis Accommodation Centre | 127,103 |

INNOVATION & INVESTMENT FUND

| | |
|---|---------|
| Anglicare North Coast Incorporated | |
| Enhancement of Far North Coast Accommodation and Brokerage Services 3 | 50,000 |
| Ballina & District Community Services Assoc Inc | |
| Enhancement of Far North Coast Accommodation and Brokerage Services 2 | 50,000 |
| Hastings Women & Children's Refuge | |
| Mid North Coast Outreach Support Project | 230,000 |
| Mission Australia | |
| SAAP Client Complexity Tool Project | 100,000 |
| Service Reconfiguration Enhancement Project | 150,000 |
| NSW Women's Refuge Movement Working Party Inc | |
| Back Office Bulk Purchasing Support Service (Statewide) | 100,000 |
| On Track Community Programs Inc | |
| Enhancement of Far North Coast Accommodation and Brokerage Services 1 | 50,000 |
| Shared Vision Aboriginal Corporation | |
| Enhancement of Far North Coast Accommodation and Brokerage Services 4 | 50,000 |

PEAKS

| | |
|--|---------|
| NSW Women's Refuge Movement Working Party Inc | |
| NSW Women's Refuge Resource Centre | 201,904 |

RESIDUAL SERVICES

| | |
|----------------------------|--------|
| AIDS Council of NSW | |
| ACON Housing Project | 91,114 |
| Kamira Farm | |
| Kamira Farm | 15,650 |

Violence Against Women (State Only)

| | |
|--------------------------------------|--------|
| Bega Women's Refuge Inc | |
| Staying Home Leaving Violence | 50,000 |
| Staying Home Leaving Violence – SAAP | 43,750 |

\$

Women's Emergency Services

| | |
|--|---------|
| Albury Wodonga Women's Refuge Inc | |
| Betty's Place | 513,971 |
| Armidale & District Women's Centre Inc | |
| Armidale & District Women's Centre | 45,483 |
| Bega Women's Refuge Inc | |
| Bega Women's Refuge | 315,542 |
| Blue Gum Inc | |
| Blue Gum | 144,504 |
| Bonnie Women's Refuge Ltd | |
| Bonnie Women's Refuge | 586,346 |
| Mimosa House | 476,540 |
| Violetta's Place – SAAP/CAP | 39,162 |
| Carrie's Place Women's & Children's Services Inc | |
| Butterfly Bridge Project | 50,000 |
| Carrie's Place | 388,082 |
| Cawarra Women's Refuge Aboriginal Corporation | |
| Cawarra Women's Refuge | 556,440 |
| Central Darling Shire Council | |
| Wilcannia Women's Safe House | 179,813 |
| Charmian Clift Cottages Inc | |
| Charmian Clift Cottages | 369,077 |
| Clarence River Women's Refuge & Outreach Services Inc | |
| Clarence River Women's Refuge | 467,816 |
| Corner House Women's Refuge Pty Ltd | |
| Corner House Women's Refuge | 430,720 |
| Creating Links Cooperative Ltd | |
| Kidstart | 168,017 |
| Detour House | |
| Detour House | 168,763 |
| Detour House – SAAP/CAP 2002/03 | 6,767 |
| Eastlakes Womens & Children's Refuge Inc | |
| Eastlakes Womens & Children's Refuge | 245,859 |
| Edith Edwards Women's Centre Inc | |
| Bourke Women's Refuge – Edith Edwards Women's Centre | 179,813 |
| Erin's Place Inc | |
| Erin's Place | 343,825 |
| Essie Women's Refuge Inc | |
| Essie Women's Refuge | 541,416 |
| Eva's Project Inc | |
| Eva's Project | 213,578 |
| Gunnedah Family Support Inc | |
| Gunnedah & District Women's Crisis Agency | 75,132 |
| Guthrie House Cooperative Ltd | |
| Guthrie House | 88,528 |
| Hastings Women & Children's Refuge | |
| Hastings Women & Children's Refuge | 360,993 |
| Immigrant Women's Speakout Association of NSW Inc | |
| Domestic Violence NESB Project | 230,017 |
| Inverell Refuge Centre | |
| Inverell Refuge Centre | 370,888 |
| Inverell Refuge Centre – Innovation Initiative | 2,322 |
| Jenny's Place Inc | |
| Jenny's Place | 484,632 |
| Jessie Street Domestic Violence Service Inc | |
| Jessie Street Domestic Violence Service | 505,432 |
| Joan Harrison Support Services for Women Inc | |
| Joan Harrison Support Services for Women | 433,318 |
| Killara Women's Refuge Inc | |
| Killara Women's Refuge | 343,029 |
| Kulkuna Cottage Women's Refuge Ltd | |
| Kulkuna Cottage Women's Refuge | 494,517 |
| Lismore Women's & Children's Refuge Inc | |
| Lismore Aboriginal Women's & Children's Refuge | 205,175 |
| Lismore Women's & Children's Refuge | 509,280 |

Supported Accommodation Assistance Program (cont.)

| | |
|--|---|
| Lithgow Community Projects Inc Lithgow Women & Children's Crisis Centre | 198,575 |
| Macarthur Legal Centre Inc Domestic Violence Intervention Court Model | 242,455 |
| Manly Warringah Women's Resource Centre Ltd Bringa Women's Refuge | 569,818 |
| Manning District Emergency Accommodation Inc Lyn's Place | 430,812 |
| Marcia Women's Refuge Inc Marcia Women's Refuge | 509,763 |
| Marrickville Women's Refuge Ltd Jean's Place | 601,191 |
| Molonglo Women's & Children's Services Louisa Women's Refuge | 481,083 |
| Moree Women's Refuge – Ngala House Inc Moree Women's Refuge – Ngala House | 445,807 |
| Moruya Women's Refuge Inc Moruya Women's Refuge | 405,302 |
| Muslim Women's Association Bankstown Women & Children Domestic Violence Accommodation Service Muslim Women's Support Centre | 331,406 536,178 |
| Muswellbrook Women & Children's Refuge Ltd Nydia's Place | 384,642 |
| NSW Women's Refuge Movement Working Party Inc Delvena Women's Refuge Dolores Single Women's Refuge Elsie Women's Refuge Forbes Women's Refuge Kempsey Women's Refuge Wagga Wagga Women & Childrens Service Wimlah Women & Children's Service Woy Woy Women and Children Services Tamworth Women's Refuge | 503,369 506,390 671,418 292,587 400,618 408,345 471,246 430,108 543,593 |
| Ourgunya Women's Incorporation Brewarrina Women's Safe House | 179,813 |
| Pam's Place Crisis Accommodation Resource & Referral Service Inc Pam's Place Crisis Accommodation Resource & Referral Service | 518,312 |
| Parramatta Mission Thelma Brown Cottage | 266,013 |
| Penrith Women's Refuge Inc Penrith Women's Refuge Penrith Women's Refuge | 426,314 22,462 |
| Shared Vision Aboriginal Corporation Yinganeh Aboriginal Women's Refuge | 205,184 |
| Shoalhaven Women's Resource Group Ltd Rosa Refuge | 415,101 |
| Sisters Housing Enterprise Inc Domestic Violence Intervention Court Model – Wagga | 175,500 |
| St Michaels Family Centre Ltd Co-ordinator – St Michaels | 69,214 |
| St Vincent de Paul Society Amelie House Women's Refuge Claffy House Old Marian Centre Marian Villa Women's Refuge Metro South West Brokerage Southern Highlands Brokerage St Louise Lodge | 508,827 437,096 1,553,369 404,507 126,439 30,000 485,063 |
| Tanderra Women & Children's Refuge Tanderra Women & Children's Refuge | 458,298 |



| | |
|---|-------------------------------|
| The Salvation Army (NSW) Property Trust Catherine Haven Women's Shelter Faith Cottage – Salvation Army Women's & Children's Refuge Orana Women and Children's Services | 324,686 373,164 336,237 |
| Toukley Women's Refuge Inc Elandra Women & Children's Refuge | 520,342 |
| Tumut & District Women's Support & Housing Centre Tumut & District Women's Support & Housing Centre Tumut & District Women's Support & Housing Case Management SAAP/CAP | 148,071 19,584 |
| Tweed Shire Women's Service Inc Tweed Shire Women's Service | 462,668 |
| Warilla Women's Refuge Ltd Warilla Women's Refuge | 376,954 |
| Warlga Ngurra Warlga Ngurra Women's & Children's Refuge | 322,921 |
| Warrina Women's & Children's Refuge Cooperative Society Ltd Warrina Women's Refuge | 487,772 |
| Wollongong Women's Refuge Wollongong Women's Refuge | 504,709 |
| Women & Girls' Emergency Centre Inc Women & Girls' Emergency Centre | 352,094 |
| Women's Housing Company Women's Housing Company | 191,282 |
| Women's Shelter Armidale Inc Women's Shelter Armidale | 425,299 |
| Yacaaba Centre Information and Counselling Service Port Stephens Inc Women's Information & Counselling Service | 140,367 |
| Yawarra Meamei Women's Group Inc Lightning Ridge Women's Safe House | 179,813 |

WOMEN'S HOUSING PROGRAM

| | |
|---|-------------------|
| Alice's Cottages Inc Alice's Cottages Women's Housing Scheme | 354,949 |
| Armidale Women's Housing Group Inc Armidale Women's Housing Scheme | 221,187 |
| Auburn Migrant Resource Centre Auburn Migrant Resource Centre – Innovative Initiative | 22,774 |
| B Miles Women's Housing Scheme Inc B Miles Women's Housing Scheme | 427,863 |
| Bathurst Women's Housing Programme Inc Bathurst Women's Medium Term Housing Bathurst Women's Housing | 226,547 25,271 |
| Bega Women's Refuge Inc Bega Medium Term Project | 231,119 |
| Centacare Polding Project | 308,462 |
| Drug & Alcohol Women's Network Inc DAWN Women's Network Housing Scheme | 272,974 |
| Dubbo Women's Housing Programme Inc Dubbo Women's Housing Programme | 173,266 |
| Innari Housing Inc Innari Housing | 276,132 |
| Katakudu Women's Housing Inc Katakudu Women's Housing | 246,393 |
| Mission Australia Women in Supported Housing | 204,945 |
| Molonglo Women's & Children's Services Gunyah Women's Housing Scheme | 175,257 |
| Murrane Women's Housing Inc Murrane Women's Housing | 73,440 |

Supported Accommodation Assistance Program (cont.)

| | |
|---|---------|
| NESH Women's Housing Scheme Inc | |
| NESH Women's Housing Scheme | 288,192 |
| NESH Women's Housing Scheme – Innovation Initiative | 6,347 |
| NESH Women's Housing Scheme E36 | 25,271 |
| Nowra Women's Housing Scheme Inc | |
| Nowra Women's Housing Scheme | 170,369 |
| Penrith Women's Refuge Inc | |
| PWR Transitional Housing Project | 61,016 |
| Sisters Housing Enterprise Inc | |
| Sisters Housing Enterprise | 239,945 |
| South West Women's Housing Inc | |
| South West Women's Housing Scheme | 280,638 |
| St George Women's Housing Inc | |
| St George Women's Housing Scheme | 211,793 |
| Stepping Out Housing Programme Inc | |
| 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 |
| Wentworth Area Community Housing Ltd | |
| Womens Accommodation & Information Service | 85,694 |
| Wirraway Aboriginal Women's Housing Scheme Inc | |
| Wirraway Aboriginal Women's Housing Scheme | 228,327 |
| Wollongong Women's Housing Inc | |
| Wollongong Women's Housing Scheme | 260,498 |
| Women Up North Housing Inc | |
| Women Up North Women's Housing Scheme | 227,968 |
| Women's Housing Association Hunter Region Inc | |
| Lower Hunter Women's Housing | 172,404 |

YOUTH SOCIAL JUSTICE STRATEGY

| | |
|--|---------|
| Anglicare – Welfare Services | |
| Street Outreach Case Manager | 55,968 |
| Ballina & District Community Services Assoc Inc | |
| Ballina Youth Service – YSJS | 71,755 |
| Broken Hill Youth Accommodation & Support Service Inc | |
| Broken Hill Youth Accommodation & Support Service | 84,473 |
| Casino Neighbourhood Centre Inc | |
| Northern Rivers Young Women Accommodation Project | 162,675 |
| Community Housing Mid North Coast Inc | |
| Youth Housing Support Mid North Coast | 88,149 |
| Community Programs Inc | |
| Youth Housing Services | 192,845 |
| Dubbo Neighbourhood Centre Inc | |
| Dubbo Outreach Youth Counsellor | 125,848 |
| Gilgandra Shire Council | |
| Gilgandra Adolescent Support Project | 80,078 |
| Great Lakes Community Resources Inc | |
| Youth Accommodation Support Worker – Forster | 83,372 |
| Holroyd Youth Service Inc | |
| Youth Housing Worker – Merrylands | 63,653 |
| Jetty Bunker Youth Service Inc | |
| Jetty Bunker Youth Service | 447,445 |
| Lotus House Indo Chinese Young Women's Refuge Inc | |
| Lotus House | 434,845 |
| Maari Ma Health Aboriginal Corporation | |
| Wilcannia Youth Accommodation & Support | 121,048 |
| Marist Youth Care Ltd | |
| McGovern House | 289,660 |
| Murdi Paaki Regional Enterprise Corp Ltd | |
| Gulargambone Youth Service | 75,858 |

\$

| | |
|---|---------|
| Orange Community Accommodation Service Inc | |
| Ngaaminya Guunji | 125,409 |
| Parramatta Mission | |
| Koompartoo Youth Program | 131,492 |
| Rosemount Youth & Family Services Inc | |
| Rosemount Day Survival Program | 58,251 |
| Samaritans Youth Services | |
| Youth Information & Referral Service – Newcastle & Lake Macquarie | 69,950 |
| Shire Wide Youth Service Inc | |
| Eastern Area Service for Youth | 234,116 |
| Shoalhaven Youth Accommodation Co Ltd | |
| Aboriginal Outreach Worker – Nowra | 66,887 |
| The Fact Tree Youth Service | |
| The Factory Youth Centre | 76,130 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Doorways-3 | 103,900 |
| The Drum Information Centre | 176,030 |
| Trustees of the Christian Brothers | |
| Eddys Out West (Lethbridge Park) | 265,535 |

YOUTH SUPPORTED ACCOMMODATION

| | |
|--|---------|
| Albury Wodonga Youth Emergency Services Ltd | |
| Broughton House | 392,186 |
| Mainstay Youth Support Program | 81,902 |
| Allambi Youth Services Inc | |
| Allambi House | 311,429 |
| ANGLICARE – Canberra & Goulburn Youth & Family Services | |
| Queanbeyan Youth Refuge (Crisis) | 404,008 |
| Anglicare – Welfare Services | |
| Early Intervention – Carramar Cottage | 68,964 |
| Armidale Youth Refuge Inc | |
| Armidale & District Youth Support Services | 386,597 |
| Tenterfield, Inverell, Glen Innes Youth Services | 156,150 |
| Awabakal Newcastle Aboriginal Cooperative Ltd | |
| Awabakal Crisis Accommodation Project SAAP/CAP | 38,943 |
| Baptist Community Services – NSW & ACT | |
| Leith House | 323,099 |
| Barnardos Australia | |
| Barnardos Youth Housing Project | 97,585 |
| Hohnen House | 339,257 |
| Blue Mountains Youth Accommodation and Support Service Inc | |
| Open House Youth Accommodation Service | 582,013 |
| Open House Youth Accommodation Service – SAAP/CAP | 5,617 |
| Brewarrina Shire Council | |
| Brewarrina Youth Accommodation Service | 78,731 |
| Byron Youth House Inc | |
| Byron Bay Youth House | 360,825 |
| Cabramatta Community Centre Inc | |
| Getting It Together Scheme (GITS) – Cabramatta | 137,267 |
| Our House – Housing Support Worker | 120,248 |
| Canterbury Youth Services | |
| Canterbury Youth Services | 354,377 |
| CareSouth | |
| Short Term Accommodation Service | 349,341 |
| Caretakers Inc | |
| Caretakers Cottage | 715,894 |
| Options Youth Housing | 87,847 |
| Centacare | |
| 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 |
| Young Women's Supported Accommodation Program | 684,540 |
| Churches of Christ Community Care – CareWorks NSW | |
| Jacaranda Cottage | 88,662 |
| Coast Shelter Ltd | |
| Maya Cottage | 295,168 |
| Rumbalara Youth Refuge | 287,691 |
| Wyong Youth Outreach Program | 105,118 |
| Community Connections North Coast Inc | |
| Community Connections | 608,401 |
| Detour House | |
| Young People's Refuge | 438,135 |
| Eastern Suburbs Community Youth Association Ltd | |
| Bondi Youth Accommodation | 173,095 |
| Eastlakes Family Support Service Inc | |
| Detached Housing Support Worker – Adolescent | 36,358 |
| Emerge Youth and Family Services Inc | |
| Emerge Youth and Family Services | 385,474 |
| Erskineville Youth Housing Inc | |
| Erskineville Youth Housing | 268,757 |
| Fairfield Youth Accommodation Service | |
| Fairfield Youth Accommodation Service | 214,581 |
| Fairfield Youth Partnership Project (Complex Needs) SAAP/CAP | 19,473 |
| Fusion (Australia) | |
| Fusion Accommodation & Support Services | 434,566 |
| Goulburn Youth Projects Inc | |
| Warroga Youth Refuge | 343,997 |
| Greenacre Church of Christ | |
| Nick Kearns House | 430,351 |
| Hunter Valley Aboriginal Corporation | |
| Aboriginal Young People's SAAP Project | 76,927 |
| Illawarra Youth Housing Ltd | |
| Illawarra Youth Housing – Long Term Service | 194,812 |
| Tree House | 331,246 |
| Youth Outreach Worker | 68,056 |
| Katoomba Youth Refuge Ltd | |
| Blue Mountains Youth Housing Development Project | 60,443 |
| Katoomba Youth Refuge | 394,564 |
| Katoomba Youth Refuge – Innovation Initiative 1998/99 | 9,745 |
| Lighthouse Community Care Ltd | |
| Lighthouse Community Care Youth Housing – Hebron House | 75,166 |
| Lillian Howell Project Inc | |
| Lillians | 392,888 |
| Lithgow Community Projects Inc | |
| Lithgow Youth Worx | 183,161 |
| Lithgow Youth Housing – High Support SAAP/CAP | 9,735 |
| Liverpool Youth Accommodation Assistance Company | |
| Liverpool Youth Accommodation Assistance | 325,545 |
| Liverpool Youth Refuge Inc | |
| Liverpool Youth Refuge | 500,769 |
| Macarthur Pregnancy Project | 16,846 |
| Macleay Youth Accommodation Service Inc | |
| Macleay Youth Accommodation Service | 351,545 |
| Maitland Youth Crisis Service Inc | |
| Maitland Youth Crisis Centre | 294,263 |
| Marist Youth Care Ltd | |
| Case Management Resource Worker | 97,751 |
| Hebersham Aboriginal Youth Service | 340,329 |
| Marcellin Cottage | 361,706 |
| Nepean Youth Brokerage Service | 128,980 |
| The Annexe | 379,640 |
| The Siding | 435,107 |
| Transition to Independence Program SAAP/CAP | 12,979 |

| | |
|---|---------|
| Medley Community | |
| Medley Community | 339,607 |
| Ministry to Solo Parents & Their Families – Parramatta Diocese | |
| Catherine Villa | 313,094 |
| Mission Australia | |
| "The Crossing" Youth Crisis Centre | 506,241 |
| Clifton Adolescent & Family Solutions | 238,207 |
| Harold Lodge | 178,472 |
| Lemongrove Lodge | 220,168 |
| Macarthur Supported Living Program | 136,829 |
| Orange Youth Accommodation Support Service | 128,822 |
| Radio House | 148,237 |
| Verity House Youth Crisis Accommodation | 392,602 |
| Youth Assistance Program | 131,873 |
| Moree Family Support Inc | |
| Moree Plains Shire Youth Homelessness Project | 122,753 |
| Murdi Paaki Regional Enterprise Corp Ltd | |
| Coonamble Youth & Community Services Centre | 125,751 |
| Narrabri & District Community Aid Service Inc | |
| Narrabri Youth Accommodation Team | 124,183 |
| Nepean Youth Accommodation Services Inc | |
| Nepean Youth Accommodation Services | 551,062 |
| Nepean Youth Accommodation – SAAP/CAP 2002/03 | 16,846 |
| Newcastle Youth Accommodation Services Ltd | |
| Clarendene House | 332,719 |
| Parkway | 152,647 |
| The Embassy | 220,748 |
| Youth Housing Resource Office | 92,831 |
| Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page | |
| Moruya Youth Refuge | 352,490 |
| Parramatta Mission | |
| Parrahouse | 393,570 |
| Penshurst Street Community Youth Homes | |
| Penshurst Street Community Youth Homes | 243,465 |
| Phoenix House Youth Services Inc | |
| Phoenix House Youth Accommodation | 201,456 |
| Rage Project – GITS | 130,161 |
| Raymond Terrace Neighbourhood Centre Inc | |
| Port Stephens Youth Options Project | 100,454 |
| Regional Extended Family Services Inc | |
| Glen Innes Supported Youth Accommodation – SAAP/CAP 2002/03 | 11,232 |
| SaintsCare Limited | |
| Northern Sydney Youth Support Service | 197,572 |
| Youth Support & Brokerage in Baulkham Hills | 149,981 |
| Samaritans Youth Services | |
| Port Stephens Early Intervention SAAP Project | 73,507 |
| Samaritans Youth Accommodation Services – Lower Hunter | 462,950 |
| Samaritans Youth Crisis Service | 380,124 |
| Samaritans Youth Services Taree (Open Door) | 404,075 |
| The Hub – Casework | 444,938 |
| Shoalhaven Youth Accommodation Co Ltd | |
| Shoalhaven Youth Accommodation | 97,087 |
| Skills Training Employment Program Inc (T/A) Auswide Projects | |
| Bega Valley Youth Accommodation Partnership Support Worker | 58,575 |
| South West Child Adolescent & Family Services Association (CAFS) Inc | |
| Adolescent Family Counsellor – Liverpool | 70,402 |
| Southern Highlands Youth Accommodation Service SP | |
| Southern Highlands Youth Accommodation Service | 348,376 |
| Southern Riverina Youth Support Services Inc | |
| Langunyah House Youth Refuge | 401,335 |
| Langunyah House Youth Refuge – Griffith Innovation Initiative 1998/99 | 24,139 |
| Southern Sydney Youth Refuge Association | |
| Southern Sydney Youth Refuge | 427,745 |

Supported Accommodation Assistance Program (cont.)

\$

| | |
|---|-----------|
| Southern Youth and Family Services Association Inc | |
| Wollongong Youth Refuge (Combined) | 1,251,705 |
| St Francis Welfare Ltd | |
| Come In Centre Housing Support Worker | 60,937 |
| Dual Diagnosis Accommodation Project SAAP/CAP | 39,162 |
| St George Accommodation for Youth Ltd | |
| St George Accommodation for Youth | 208,621 |
| St George Youth Services Inc | |
| Sutherland St George Homeless Persons Brokerage Project | 131,874 |
| St Joseph's Community Centre | |
| Futcher House | 370,506 |
| St Laurence House Inc | |
| St Laurence House | 261,468 |
| St Vincent de Paul Society | |
| Rendu Youth Accommodation Service | 306,248 |
| Vinnies Youth Housing Macarthur | 164,844 |
| Stretch-A-Family Inc | |
| Stretch-A-Family | 340,621 |
| Stretch-A-Family – Medium Term Hostel | 346,147 |
| Taldumande Youth Services Inc | |
| Taldumande Youth Service | 641,873 |
| Tamworth Youth Care Inc | |
| Tamworth Youth Care | 372,813 |
| The Bridge Youth Service Inc | |
| The Bridge Youth Refuge – Sutherland | 403,130 |
| The Burdekin Assoc Inc | |
| The Burdekin Association | 608,829 |
| The Presbyterian Church (NSW) Property Trust | |
| Cornerstone | 172,189 |
| Jannali Youth Crisis Accommodation Project | 172,104 |
| The Salvation Army (NSW) Property Trust | |
| Oasis Youth Support Network Crisis Accommodation Service | 544,876 |
| The Ted Noffs Foundation Inc | |
| PALM (Program for Adolescent Life Management) | 248,124 |
| The Turning Point Youth Accommodation Services Inc | |
| The Turning Point | 256,598 |
| The Twenty Ten Association Inc | |
| 2010 Lesbian & Gay Youth Services | 340,371 |
| The Uniting Church in Aust Property Trust (NSW) | |
| Cottee Lodge Independent Living Program | 290,401 |
| Doorways-2 | 303,339 |
| Wesley Dalmar Central Coast Independent Living Program | 206,471 |
| THEBA Young Women's Service | |
| THEBA Exit Housing for Young Women Project | 208,742 |
| Trustees of the Christian Brothers | |
| Eddys Out West (Bidwill) | 361,092 |
| Trustees Roman Catholic Church Diocese of Lismore | |
| Christo Youth Service | 347,510 |
| Uniting Care Campbelltown – Stepping Stone Community | |
| The Stepping Stone Community | 352,845 |
| Veritas House Inc | |
| Veritas House Youth Services | 501,306 |
| Wanbinga Youth Accommodation Services Inc | |
| Wanbinga Youth Accommodation Service | 366,635 |
| Wandiyali ATSI Inc | |
| Hunter Koori Youth Service | 188,389 |
| Western Housing for Youth Ltd | |
| Western Housing for Youth | 259,732 |
| Western Region Young Peoples' Hostel Organisation | |
| 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 |
|---------------------------|---------|

09 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 Children's 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

11 Index



| | | | |
|---|---------------------------|--|---------------------------|
| <i>Aboriginal Business is Everybody's Business</i> | 8, 82 | Brighter Futures early intervention program | 8, 12, 40–42, 74, 78, 161 |
| Aboriginal caseworkers | 3, 10, 41, 61 | <i>Brighter Futures Caseworker Manual</i> | 42 |
| Diploma of Community Services | 81, 82 | Brighter Futures Partners Seminars | 72, 137 |
| training and development | 81, 82 | <i>Brighter Futures Service Provision Guidelines</i> | 42 |
| Aboriginal Child, Family and Community Care State Secretariat | 59, 145 | Vulnerable Families | 176 |
| Aboriginal Child Placement Principle | 55 | Burrundjil Aboriginal Corporation | 60 |
| Aboriginal Child, Youth and Family Strategy | 26, 30, 159, 170 | bushfires | 24 |
| Aboriginal children and young people | 8, 10, 38, 44, 46, 51, 82 | Business Help | 49 |
| in out-of-home care | 55, 60–61 | BusinessLink | 84 |
| Aboriginal Culture and Educational Centre and Museum | 61 | | |
| Aboriginal families, <i>No Shame No Blame</i> booklet | 27 | Cabramatta anti-drug strategy | 27 |
| Aboriginal Intensive Family Based Services | 51, 64, 82, 159 | capacity building | 17, 72–91 |
| Aboriginal Maternal and Infant Health Strategy | 50 | complaints, assessment and review | 89–91 |
| Aboriginal Mentoring for Management Program | 82 | cooperation with non-government agencies | 72–73 |
| Aboriginal Outstanding Achievement Awards | 81 | corporate and ministerial information | 85 |
| Aboriginal Reference Group | 136, 158 | data quality and management | 74 |
| Aboriginal Staff conference | 82 | economics and statistics | 74 |
| Aboriginal Strategic Commitment | 8, 82 | external relations | 84–85 |
| accountability | 7, 89 | professional development and quality assurance | 73–74 |
| <i>Adoption Amendment Act 2006</i> | 62, 133 | research and evaluation | 75 |
| adoption and permanent care | 61–63, 134 | service systems | 72–76 |
| Advance Notice Register | 62 | Care Circles | 52 |
| Contact Veto Register | 62 | Caseworker Development Course | 162 |
| Post Order Support Services | 62 | Caseworker Recruitment Assessment Centre | 160 |
| Reunion Information Register | 62 | caseworkers | 3–4 |
| adoption orders | 63 | Aboriginal caseworkers | 3, 10, 41, 61 |
| <i>Adoptions Act 2000</i> | 2, 62, 133 | Caseworker Field Action Kit | 49 |
| Adventist Disaster Relief Agency | 23 | Caseworker Policy Manual | 49 |
| African Learning Circle | 160 | guidance for | 69 |
| African Sessional Workers Pilot Project | 160 | multicultural caseworkers | 3–4, 82–83, 160 |
| Alcohol & Other Drugs Program, funded services | 170–171 | recruitment of | 79–80, 160 |
| alcohol and drug abuse | 27 | Remote Area Attraction and Retention Pilot | 80 |
| <i>Dual Diagnosis Kit</i> | 27 | Research to Practice program | 75 |
| <i>Family and Carer Training</i> booklet | 27 | resources for | 82–83 |
| Getting It Together scheme | 27 | Rural Short-Term Secondment Scheme | 79 |
| Allambi Youth Services | 65 | street teams | 3, 27 |
| Allianz Australia Insurance Ltd | 82 | training and development | 81, 82 |
| Anglicare | 23 | Centacare Broken Bay | 65 |
| Area Assistance Scheme | 32, 171–174 | Centre for Parenting and Research | 9, 52, 66, 75 |
| assets | 78 | child abuse and neglect | 8, 49 |
| Attorney-General's Information System Plus Text | 75 | Child Deaths and Critical Reports Unit | 52, 89–90 |
| Audit Committee | 136 | child protection | 2, 3, 9, 15, 44–52 |
| Audit Office of NSW | 7 | After Hours Crisis Response Team | 46 |
| Australian Institute of Health & Welfare | 74 | casework | 49 |
| | | children and young people with abusive behaviours | 51 |
| Better Futures program | 30 | community service centres | 49 |
| funded services | 174–176 | court processes | 52 |
| Biripi Aboriginal Corporation Medical Centre | 60 | demand for services | 44 |

| | | | |
|---|-------------------|---|----------------|
| drug use | 50 | school-based preschools | 36 |
| intake and assessment | 45–46 | Supporting Children with Additional Needs scheme | 38 |
| interagency cooperation | 52 | Children's Services Directorate | 34 |
| interjurisdictional issues | 52 | Children's Services Program funded services | 176–200 |
| number of reports | 45 | early childhood programs | 176–178 |
| policy and procedures | 49–51 | Peak, Coordination and Resource Project | 176 |
| prenatal reports | 50 | preschools and day care centres | 178–200 |
| Project Magellan | 52 | Special Children's Project | 177–178 |
| research | 52 | children's services reform | 8, 11 |
| Research to Practice Notes | 52 | Children's Week | 84 |
| Responding to Prenatal Reports Policy | 50 | Commission for Children and Young People | 7, 90 |
| sibling safety | 51 | <i>Commission for Children and Young People Act 1998</i> | 7 |
| support for families | 51 | Commonwealth Government | 20–21 |
| Child Protection Convention | 134 | Commonwealth-State Agreement on Intercountry Adoption | 62 |
| <i>Child Protection (International Measures) Act 2006</i> | 133, 134 | communication | 4, 160 |
| Child Protection Week | 84, 156 | Communities Division Partners Reference Group | 138 |
| <i>Child Welfare (Commonwealth Agreement Ratification) Act 1941</i> | 133 | Community and Disability Services Ministerial Advisory Council | 145 |
| <i>Child Welfare (Commonwealth Agreement Ratification) Act 1962</i> | 133 | Community and Disability Services Ministerial Council | 145 |
| Childcare Choices Longitudinal (Extension) Study | 39 | community development and capacity building | 26–32 |
| children and young people in permanent placements | 54–63 | Community Language Allowance Scheme | 83, 160 |
| adoption and permanent care | 61–63 | Community Online Management System | 74 |
| case file audit | 59 | Community Relations Commission for a Multicultural NSW | 27 |
| caseworkers | 59, 60 | community service centres | 49 |
| Foster Care Advisory Groups | 59 | community services | 14, 20–32 |
| Metropolitan Muslim Foster Care Project | 59 | community leadership program | 32 |
| permanency planning | 60, 62, 64 | strengthening communities | 32 |
| policy and service models | 56 | <i>Community Services (Complaints, Reviews and Monitoring) Act 1993 No. 2</i> | 133 |
| range and quality of support | 59–60 | Community Services Grants Program | 26–27 |
| reform process | 56 | Community Development | 200–207 |
| children and young people restored to their family | 64 | Family and Individual Support | 207–210 |
| children and young people with high needs | 65 | funded services | 200–214 |
| <i>Children and Young Persons (Care and Protection) Act 1998</i> | 2, 7, 12, 45, 133 | Youth Services | 210–214 |
| rights of children and young people in out-of-home care | 60 | Community Services Grants Program Roundtable | 138 |
| statutory review | 57 | Community Solutions and Crime Prevention, funded services | 214–215 |
| transition to independent living | 69–70 | <i>Community Welfare Act 1987</i> | 2, 133 |
| <i>Children and Young Persons (Care and Protection) Act 1998</i> | | complaints, assessment and review | 74, 89–91, 162 |
| Legislative Reform Working Group | 138 | consultation | 135–151 |
| <i>Children and Young Persons (Care and Protection) Amendment Act 2005</i> | 133 | contact details | 88, 227–228 |
| <i>Children and Young Persons (Care and Protection) Amendment Act 2006</i> | 133 | corporate and ministerial information | 85 |
| <i>Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007</i> | 36, 134 | <i>Corporate Directions 2006/07</i> | 75 |
| <i>Children and Young Persons (Care and Protection) Amendment (Parent Responsibility Contracts) Act 2006</i> | 133 | Corporate Information Projects Steering Committee | 139 |
| <i>Children and Young Persons (Care and Protection) Miscellaneous Amendments Act 2006</i> | 133 | Corporate Information Warehouse | 10, 74, 78 |
| <i>Children and Young Persons (Care and Protection) Regulation</i> | 134 | Corporate Plan 2004/05–2008/09 | 2, 14 |
| <i>Children and Young Persons Legislation (Repeal and Amendment) Act 1998</i> | 133 | corporate planning | 75 |
| <i>Children (Care and Protection) Act 1987</i> | 133 | corporate services | 4, 77–78 |
| children with special needs | 38 | accommodation | 78 |
| Children's Guardian | 7, 57, 59, 63, 74 | financial services | 78 |
| Children's Hospital Westmead, Alternate Care Clinic | 68 | information and communication technology | 78 |
| children's services | 34–39 | legal services | 77 |
| Aboriginal Child, Youth and Family Strategy | 170 | Department of Community Services | |
| Alcohol & Other Drugs Program | 170–171 | Aboriginal Services Branch | 61, 82 |
| Area Assistance Scheme | 32, 171–174 | achievements | 12, 14–17 |
| Better Futures program | 30, 174–176 | Annual Service Plan and Reporting Document | 39 |
| funded services | 37, 169–226 | business assurance | 89 |
| funding service specifications | 39 | business planning | 75 |
| licensed services | 37, 38 | case management policy | 69 |
| licensing of | 35 | Child Deaths and Critical Reports Unit | 52, 89–90 |
| outside school hours care | 36 | Children's Services Directorate | 34–35 |
| policy development | 39 | Client Context Risk Management Tool | 82 |
| Preschool Investment and Reform Plan | 36, 159 | <i>Code of Conduct and Ethics</i> | 162 |
| reform of | 8, 11, 35 | committees | 135–144 |
| research | 39 | Common Chart of Accounts Project | 74 |
| | | Community Online Management System | 74 |
| | | Complaints Unit | 91 |

- contact details 88, 227–228
 Continuities division 4
Corporate Directions 2007/08 11
 corporate planning 75
 Corporate Services division 4
 Costing Manual 74
 Drug and Alcohol Expertise Unit 50, 73
 Economics and Statistics Branch 74
 Emergency Management policy 82
 Energy Management Policy and Strategy 165
 Enforcement and Prosecutions Team 35
 Enhanced Service Delivery project 49
 evaluation of programs 8, 9
 executive 4, 6, 135, 152–157
 Executive Budgeting and Planning Workshop 75
 First Aid policy 82
 Fraud Control Plan 89
Funding Reform newsletter 72
 Funding Policy 12
 General Litigation team 77
Good Practice Guidelines 72
 governance 4, 89
Guide to Fraud Risk Assessment 89
Information Management and Technology Strategic Plan 78
Inside Out newsletter 36, 84
 Intensive Support Services teams 65
 interdepartmental committees and statutory bodies 146–151
 Internal Audit Committee 89
 International Kidnapping team 77
 Kings Cross and Central Sydney Adolescent Unit 49
 library 75
 Long Serving Staff ceremony 80
 Managers Casework and Carer Support Specialists 59
 ministerial advisory committees 145
Occupational Health and Safety Strategic Plan 2004-2008 81
 offices 227–228
 operations 4
 organization chart 5
 Out-of-Home Care Major Project 56
 overview of 2–11
 partnerships 67
 Personal Planning and Review process 80
 policies and plans 158–162
 Privacy Management Plan 162
Quality Improvement Plan (2005-2008) 59
 Regional Data Services 74
 responsibilities 2
 Service System Development division 4
 staff 79–83
 Strategy, Communication and Governance division 4
 structure and functions 2, 5, 88
 Department of Premier and Cabinet 7
 Deputy Directors-General 154, 155, 156, 157
 Director-General 4, 8–11, 153
 Director-General/Deputy Directors-General Forum 136
 disability action plan 161–162
 disaster recovery 23–25
 emergency management exercises 23
 number and type of services 23
 services provided 25
 domestic and family violence 8, 160
 Domestic Violence Line 28
 Drug and Alcohol Expertise Unit 50, 73
 early intervention 3, 8, 15, 40–42
 Brighter Futures early intervention program 40–42
 policy development 42
 Early Intervention Steering Committee 139
 energy management policy 165
 Enhanced Service Delivery (ESD) Accommodation Project 78
 Enhanced Service Delivery project 49
 equal employment opportunity 158–159
 ethics 89, 162
 Ethnic Affairs Advisory Group 140
 Ethnic Affairs Priorities (EAPS) 83, 158, 160–161
 executive 4, 6, 152
 female 152
 performance reports 153–157
 remuneration 152
 expenditure 18, 29
 external scrutiny 7, 89
 Fairfield City Council 27
 Families NSW 8, 29, 215–219
 Family Court of Australia 52
 Family Preservation and Intensive Support policy and service model 56, 64
 Family Preservation Services Literature Review 56
 Family Preservation Services service model 64
 Family Strengths and Needs Assessment tool 42
 Far North Coast Accommodation and Brokerage Services 22
 financial statements 93–130
 Foster Care Advisory Groups 59
 Foster Care Week 58, 59, 84
 Foster Carer Awards 58
Foster Carer Resource Guide 59
 foster carers
 Aboriginal 61
 allowances 60
 recruitment of 59, 61
 support for 84
 Foster Parent's Support Network 59
Fostering Our Future newsletter 59
 fraud control 89
 freedom of information 85–88
 documents held 88
 statistics 86–87
Freedom of Information Act 1989 85
 Funded services 168
Funding Reform newsletter 72
 funding sources 18
 Gallard, Annette 6, 154
 governance 4, 89
 Grantseeker workshops 32
 Hague Convention on Jurisdiction, Applicable Law, Recognition, Enforcement and Co-operation in Respect to Parental Responsibility and Measures for the Protection of Children 134
 Hastings Women's Refuge 22
 Helpline 2, 3, 45, 46
 Human Services Cabinet Committee 52
 Hunter Aboriginal Children's Services 60
 Hunter/New England Area Health Service 68
 Indigenous communities 10
 see also Aboriginal children and young people
 family violence partnership 28
 industrial relations 80
 information and communication technology 78
 Information and Communication Technology Steering Committee 141
Information Management and Technology Strategic Plan 78
 information, requests for 90

| | | | |
|---|------------------------|---|-------------------|
| information systems | 10, 74 | Cabramatta anti-drug Strategy | 27 |
| KIDS | 10, 42, 45, 74, 78 | Families NSW | 29 |
| Innovation and Investment Fund | 22, 222 | Joint Investigation Response Teams | 46 |
| <i>Inside Out</i> newsletter | 36, 84 | Persons Participating in Opioid Treatment | 52 |
| insurance | 82 | NSW Housing and Human Services Accord Trial Shared | |
| Intensive Family Based Services | 51, 64, 82, 159 | Access Operating Agreement (Young People Leaving Care) | 65 |
| Intensive Support Services teams | 65, 69 | NSW Ombudsman | 7, 89, 90 |
| intercountry adoptions | 62, 63 | NSW <i>People First</i> ICT Strategic Plan | 78 |
| interpreter services | 83, 160 | NSW Police | 27, 46, 90 |
| Izmir, Dr Gül | 6, 155 | NSW Treasury | 7 |
| | | NSW Women's Refuge Movement | 22 |
| Joint Investigation Response Teams | 3, 45, 46–47, 149, 162 | NSW <i>Youth Action Plan</i> | 31, 153, 160, 167 |
| judicial decisions | 134 | NSW Youth Partnership with Pacific Communities | 161 |
| Kari Aboriginal Resources Inc | 60, 69 | occupational health and safety | 81–82 |
| KiDS (Key Information and Directory System) | 10, 42, 45, 74, 78 | <i>Occupational Health and Safety Strategic Plan 2004-2008</i> | 81 |
| Kings Cross and Central Sydney Adolescent Unit | 49 | Office for Children – Children's Guardian | 7, 62, 74 |
| | | Accreditation and Quality Improvement Program | 57, 59 |
| Lebanon, evacuation of Australian nationals from | 24 | organisation chart | 5 |
| legislation | 36, 133–134 | out-of-home care | 3, 9, 16, 54–70 |
| amendments to | 133 | Aboriginal children and young people | 60–61 |
| amendments to regulations | 134 | after care services | 69–70 |
| Let's Read Together project | 29 | Alternate Care Information System | 66 |
| Life without Barriers | 65 | assessment | 69 |
| Lifestyle Solutions | 65 | children and young people with high needs | 65 |
| Link-Up (NSW) Aboriginal Corporation | 60 | education, health and mental health outcomes | 67–68 |
| Local Adoption and Special Placements Program | 62 | evidence-based system for | 66 |
| Longitudinal Study of Children in Out-of-Home Care | 66 | health records | 68 |
| | | improving the system | 66–70 |
| Macquarie University, Institute of Early Childhood | 39 | Longitudinal Study of Children in Out-of-Home Care | 66 |
| management | 4 | Minimum Data Set | 66, 74 |
| Marist Youth Care | 65 | Parent Evaluation of Developmental Status | 68 |
| mentoring | 10, 81, 82 | payment rates | 60 |
| Metro Intensive Support Services | 68 | research | 66 |
| Metro West Aboriginal Foster Carers and Kinship Carers Support Group | 61 | transition to independent living | 69–70 |
| Metropolitan Muslim Foster Care Project | 59, 160 | Out-of-Home Care, funded services | 219–220 |
| Minister for Community Services | 4, 80 | Out-of-Home Care Major Project | 56 |
| Ministerial Advisory Committee | 145 | Out-of-Home Care Major Project Committee | 143 |
| Mission Australia | 22 | <i>Out-of-Home Care (OOHC) Program Service Provision Guidelines</i> | 56 |
| Multicultural Caseworker Program | 82, 160 | Out-of-Home Care Partners Reference Group | 143 |
| multicultural caseworkers | 3–4, 82 | outside school hours care | 36 |
| Multicultural Staff conference | 83 | overseas visits | 163 |
| Multicultural Staff Reference Group | 141, 158 | | |
| Multicultural Strategic Commitment | 161 | Pacific Community Parenting Magazine | 83, 166 |
| | | parent responsibility contracts | 48, 133 |
| National Data Collection Agency | 73 | Parents as Teachers program | 41 |
| <i>National Standards for Outside School Hours Care</i> | 36 | Pay It Forward Community Leadership Program | 32 |
| neglect | 8, 49 | performance | 10 |
| <i>New South Wales Interagency Guidelines for Child Protection Intervention</i> | 45, 52 | financial | 18 |
| New South Wales State Plan | 7, 11, 44 | summary | 13 |
| Ngunya Jarjum Aboriginal Child & Family Network | 60 | Permanency Planning Demonstration Project | 12, 62, 64 |
| non-government organisations | 72–73 | Permanency Planning Steering Committee | 144 |
| funds to | 168 | Philanthropy Australia | 32 |
| NSW Child Death Review Team | 7 | policy | 158–162 |
| NSW Children's Services Qualifications Assessment Committee | 39 | documents | 167 |
| NSW Committee on Adoption and Permanent Care | 142 | energy management | 165 |
| NSW Coroner | 89 | first aid | 82 |
| NSW Department of Ageing, Disability and Home Care | 29, 67, 74 | funding | 12 |
| NSW Department of Corrective Services | 90 | Return to Work | 82 |
| NSW Department of Education and Training | 27, 29, 67 | Positive Parenting Program | 29 |
| NSW Department of Housing | 29, 74 | Practice Standards | 73 |
| NSW Ethnic Affairs Advisory Group | 160 | Premier's Public Sector Awards | 161 |
| NSW Government Commitment to Women | 159–160 | Preschool Investment and Reform Plan | 36, 159 |
| NSW Health | 27, 29, 46, 68 | prevention and early intervention | 8, 15, 34–42 |
| Aboriginal Maternal and Infant Health Strategy | 50 | Prince of Wales out-of-home care clinic | 68 |
| | | privacy and personal information | 162 |

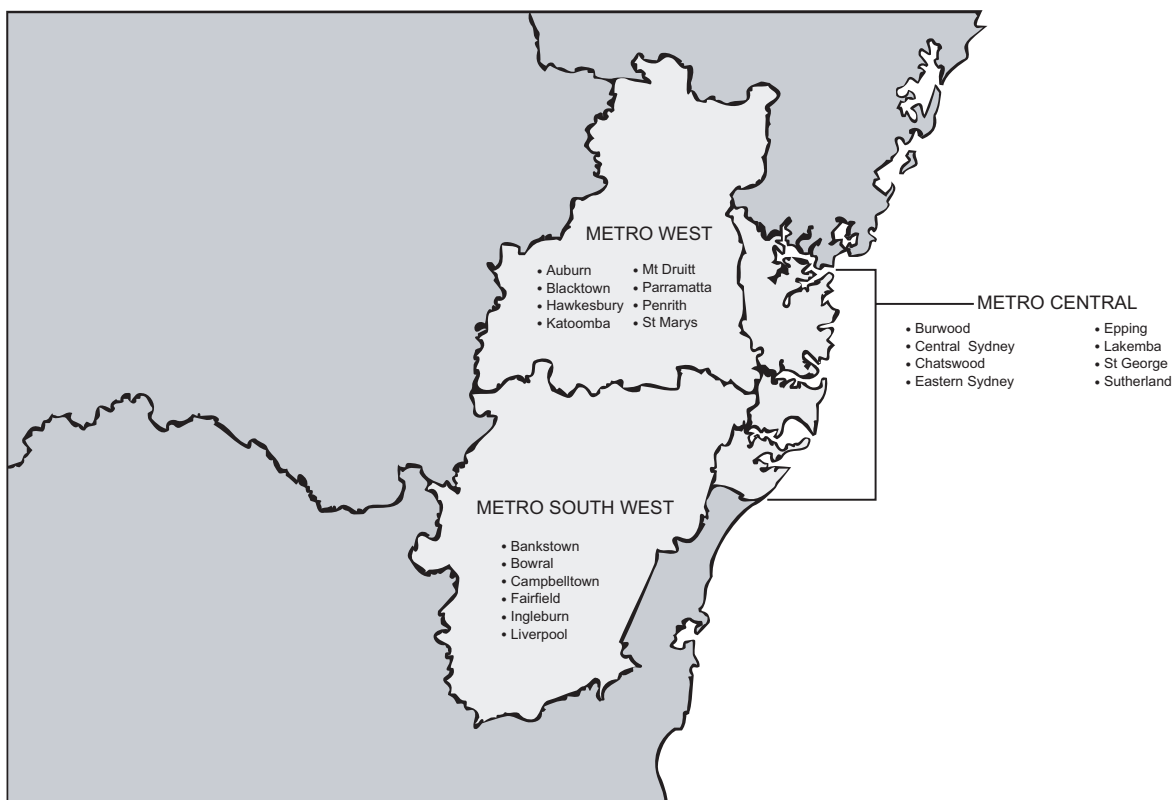
- Privacy and Personal Information Protection Act 1998* 162
- professional development 10, 12, 73–74
- Project Magellan 52
- property 78
- Protocol for the Transfer of Child Protection Orders, Proceedings and Interstate Assistance* 52
- Psychology Project Board 144
- Public Finance and Audit Act 1983* 89
- Public Service Association of NSW 80
- publications 28, 30, 84, 88, 166–167
- brochures, booklets and posters 166
 - data reports 167
 - fact sheets 166
 - magazines and newsletters 166
 - manuals and handbooks 167
 - policy documents 167
 - reports 167
 - research publications 167
- purchasing policy 164
- quality assurance 57, 59, 73–74
- Ramsey, Alan 6, 157
- Re ELM* [2006] NSWSC 1428 per Brereton J 134
- Re Jayden* [2006] NSWSC 1428 134
- Re S and the Adoption Act 2000* (No. 2) [2006] NSWSC 1438 per White J 134
- Recognising Neglect* video 49
- Red Cross 23
- Redfern Waterloo Partnership 220
- Regional Multicultural Advisory Committees 160
- research 10, 39, 167
- Research Advisory Council 144
- Research to Practice Notes 52, 66, 75
- Research to Practice seminars 75, 76
- risk management 89
- Rural Short-Term Secondment Scheme 79
- Rygate, Donna 6, 156
- Salvation Army 23
- Shepherd, Dr Neil 6, 8–11, 153
- South Coast Medical Services Aboriginal Corporation 60
- South West Sydney Area Health Service 69
- Spotlight on Safety* 10, 84–85
- St Vincent de Paul Society 23
- staff 3, 79–83
- code of conduct 162
 - complaints against 90
 - EEO groups 158–159
 - ethics 89, 162
 - industrial relations 80
 - learning and development 81
 - long-serving staff ceremony 80
 - performance management 80–81
 - Personal Planning and Review process 80
 - professional development 10, 12, 73–74
 - psychological services 81
 - recruitment and retention 8, 41
 - Return to Work policy 82
 - training and development 90
- statutory child protection 2, 3, 9, 15, 44–52
- After Hours Crisis Response Team 46
 - casework 49
 - children and young people with abusive behaviours 51
 - community service centres 49
 - court processes 52
 - demand for services 44
 - drug use 50
 - intake and assessment 45–46
 - interagency cooperation 52
 - interjurisdictional issues 52
 - number of reports 45
 - policy and procedures 49–51
 - prenatal reports 50
 - Project Magellan 52
 - research 52
 - Research to Practice Notes 52
 - Responding to Prenatal Reports Policy 50
 - sibling safety 51
 - support for families 51
 - training and support 80
 - Supported Accommodation Assistance Council 145
 - Supported Accommodation Assistance Program 20–22, 73
 - Domestic Violence – Rural and Remote 220
 - Ex-HPAP Projects 220–222
 - funded services 220–226
 - innovation and investment 22
 - Innovation and Investment Fund 222
 - peak bodies 222
 - performance monitoring 22
 - priorities 21
 - residual services 222–223
 - services provided 21
 - Women's Housing Program 223–224
 - Supported Accommodation Assistance Program, Youth Social Justice Strategy 224
 - Supported Accommodation Assistance Program, Youth Supported Accommodation 224–226
 - Supporting Children with Additional Needs* brochure 162
 - Supporting Children with Additional Needs scheme 38
 - Translating and Interpreting Service 83, 160, 229
 - Two Ways Together Plan* 10
 - violence against women 28
 - see also* domestic and family violence
 - waste reduction 164
 - website 54, 56, 72, 84–85, 88, 162, 166
 - workers compensation 81–82
 - Prohibition and Improvement Notices 82
 - workforce strategies 79–83
 - Aboriginal services 82
 - human resources 79–80
 - industrial relations 80
 - learning and development 81
 - multicultural services 82–83
 - performance management 80–81
 - psychological services 81
 - Working with Authorised Carers 59
 - Working with Birth Parents and Families 59
 - Youth Action Plan 31, 153, 160, 167
 - Youth Advisory Council 31
 - Youth Advisory Council Act 1989* 133
 - Youth Drug and Alcohol Court 27
 - youth initiatives 31–32
 - Youth Partnership with Arabic Speaking Communities, funded services 226
 - Youth Partnership with Pacific Communities, funded services 226
 - Youth Taskforce of the Ministerial Council on Education, Employment, Training and Youth Affairs 145
 - Youth Week 31, 175–176

OUR LOCATIONS

DoCS regions



DoCS metropolitan regions





New South Wales
Government

www.community.nsw.gov.au

DoCS Helpline 132111

Stronger families, stronger communities