

**STRONGER**  
FAMILIES  
**STRONGER**  
COMMUNITIES



NSW Department of  
Community Services





The Hon. Linda Burney MP  
Minister for Community Services  
Parliament House  
Macquarie Street  
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 2007 to 30 June 2008.

Yours sincerely

Jennifer Mason  
Director-General  
NSW Department of Community Services

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DoCS Helpline (ph 132 111) operates 24 hours a day, 7 days a week.





# Overview



## 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

The New South Wales Department of Community Services (DoCS) is the largest child protection agency in Australia. We have an important role in keeping children safe from harm and arranging care for those who cannot live at home.

DoCS helps children and young people by providing support and care to them, their families and communities. Protecting children is our core work. We also offer prevention and early intervention strategies that support families and quality children's services. These help build strong families and communities and give children the chance to have a good start in life.

DoCS works in partnership with other government agencies, non-government organisations, community groups and the public to meet the needs of children, their families and communities.

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 during the 2007/08 year, see Appendix 1.

# Overview

## Our performance

The programs and activities covered in this annual report are based on objectives and performance targets in the NSW State Plan, *DoCS corporate plan 2004/05 – 2008/09* and *DoCS corporate directions 2007/08*. Copies of DoCS corporate plan and corporate directions are available on our website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

DoCS corporate plan identifies eight headline objectives from 2004/05 to 2008/09. Our progress against these in 2007/08 includes:

### Major expansion and upgrade of child protection and out-of-home care services matched to the needs of diverse client groups

- Recruited 644 new caseworkers through the bulk recruitment program
- Advertised expressions of interest for more than \$600 million in funding to improve out-of-home care services, mainly in the non-government sector
- Extended permanency planning to more than half of all DoCS community services centres to help ensure early assessment and decision-making for young children entering out-of-home care
- Recruited 320 new foster carers and began a review of the Foster Care Partnership Agreement.

### Greater emphasis on prevention and early intervention programs

- Introduced the Triple P positive parenting program across NSW – valued at over \$5 million – to help parents develop skills and techniques to improve family relationships
- Invested \$4.2 million to expand the 24-hour Parentline, which provides advice and support to parents
- Committed \$2.2 million per annum over two years to expand the Aboriginal Maternal and Infant Health Strategy and give priority access to eligible pregnant Aboriginal women and children to the Brighter Futures early intervention program

- Increased Brighter Futures early intervention teams so that caseworkers in 63 community services centres are now delivering Brighter Futures across NSW
- Reformed the funding and regulation of children's services including phasing in centralised licensing; commencing the licensing of school-based services; introducing registration of outside school hours care providers; and adopting a more strategic approach to compliance monitoring and enforcement.

### Delivery of a strategic community-building agenda

- Provided \$79.5 million to non-government organisations and local councils for more than 900 community development projects such as neighbourhood centres, family support services, youth services and peak organisations
- Funded every council in NSW to run Youth Week events
- Responded to 27 natural and other disasters across NSW and provided almost \$3 million in assistance to replace household contents, make structural repairs and buy food or medicine
- Supported more than 2,300 vulnerable young people with problematic drug and alcohol use
- Responded to more than 23,000 calls to the Domestic Violence Line and coordinated a statewide awareness campaign to stop violence against women.

### Better DoCS processes and systems to support frontline service delivery

- Began a multi-million dollar upgrade of the DoCS Helpline to increase its capacity to manage risk of harm reports
- Introduced the DoCS Connect portal, allowing non-government organisation staff and mandatory reporters to exchange information securely with DoCS via the internet
- Trialled a new system of making secure online reports to the DoCS Helpline with NSW public schools
- Introduced an integrated online application system and recruitment database for casework job applicants, reducing waiting time and providing more comprehensive information on candidates.

### Stronger partnerships with other agencies, service providers and peak bodies

- Began a sector-wide evaluation of the *NSW interagency guidelines for child protection intervention 2006* through surveying more than 6,000 staff from government and DoCS-funded non-government organisations
- Contributed to the *NSW interagency plan to tackle child sexual assault in Aboriginal communities* which details actions that a variety of government agencies will undertake
- Began a six month trial of DoCS *Responding to Prenatal Reports Policy* in partnership with NSW Health
- Allocated more than half of DoCS total budget to buy services for children and families from other agencies, mostly from the non-government sector, a third of which are under performance-based contracts
- Delivered 4,717 training days to 3,535 participants from the non-government sector to improve service provision.

### Policy-making and service delivery based on sound research and analysis

- Undertook an evaluation of the Aboriginal Intensive Family Based Services program which found it significantly reduces the number of child protection reports for participating families
- Completed evaluations of DoCS Permanency Planning demonstration project and Metropolitan Muslim Foster Care projects to improve policy and practice
- Produced four literature reviews, initiated three primary research projects, prepared five research to practice notes and held 13 research to practice seminars for casework staff, featuring international and Australian experts in child protection
- Launched the Benefit Estimation Database to help economists, researchers and practitioners identify the benefits of child protection and welfare initiatives and make better use of economic techniques to assess their monetary value.

### Excellent internal and external communication

- Launched new DoCS website [www.community.nsw.gov.au](http://www.community.nsw.gov.au) – the first to comply with the new NSW Government website requirements
- Launched new Families NSW website [www.families.nsw.gov.au](http://www.families.nsw.gov.au) providing resources and information to families with children under eight
- Won a bronze award at the annual Australasian Reporting Awards for DoCS 2006/07 annual report
- Produced resources and ran events for Families Week, Foster Care Week, Children's Week, Child Protection Week, NAIDOC Week and Sorry Day
- Distributed nearly 500,000 information and communication resources to staff, government and non-government agencies and the public, and attracted almost 600,000 visits to the DoCS website.

### Recognition of DoCS as an employer of choice

- Introduced a buddying program to reduce transition time for new staff by actively building on-the-job skills and confidence
- Won a NSW Premier's Public Sector Award for DoCS Personal Planning and Review (PPR) process
- Conducted 41,641 days of staff training
- Reduced the incidence of workers compensation claims by 32% since 2003/04

The full report of DoCS performance during 2007/08 is in Chapters 1–5. Further details on DoCS policies and plans, and the performance of DoCS executive can be found in the appendices (page 119).





## Overview

### Performance summary

Service delivery	2007/08	2006/07	2005/06
Total budget provided	\$1.295 billion	\$1.129 billion	\$1.014 billion
Total child protection reports	303,121	286,033	241,003
Rate per 1,000 of children and young people who were subject of a report	81.0	78.8	68.8
Reports referred to a community services centre or Joint Investigation Response Team (JIRT) for further investigation	209,015	201,208	160,842
Number of JIRT referrals accepted	3,180	3,023	3,338
Children and young people in out-of-home care at 30 June 2008	14,667	12,712	10,623
Rate per 1,000 of children and young people in out-of-home care at 30 June 2008	9.1	8.1	6.7
Annual actual expenditure per child in out-of-home care	\$31,628	\$28,688	\$27,858
Calls to Domestic Violence Line	23,285	23,342	22,294
Number of funded children's services	1,609	1,619	1,641
Estimated funded places per day	45,957	46,008	46,132
Licensed children's services	3,419	3,341	3,236
Estimated licensed places per day	150,776	146,120	138,648
Number of children aged 0–5 years who attended funded, licensed children's services in NSW	66,797	68,859	69,691
Number of children from low income families for whom child care fees were reduced*	11,617	10,843	12,435

Resources	2007/08	2006/07	2005/06
Number of staff	4,549	3,976**	3,493
Number of caseworkers	2,146	1,840**	1,585
Number of female staff	3,729	3,269	2,848
Number of Aboriginal staff	345	294	244
Number of multicultural staff	429	382	404

\* Survey during one week in September each year.

\*\* Adjustments were made to the Department's workforce profile after the publication of the 2006/07 annual report. These adjustments are reflected in the updated figures.

## Financial performance

### OUR SOURCE OF FUNDS

Source	Type of funding	Amount \$M
Treasury	Recurrent appropriation	1,248.1
Treasury	Capital appropriation	21.1
Other agencies	Rendering of services	6.3
Treasury (Crown)	Employee entitlements	14.5
Other retained revenue		17.1
<b>Total funding</b>		<b>1,307.1</b>

### EXPENDITURE BY BUSINESS

	2007/08(\$M)	%	2006/07 (\$M)	%
Community services	196.3	15.0	186.3	16.4
Prevention and early intervention	221.8	17.0	202.7	17.9
Statutory child protection	396.5	30.4	353.6	31.2
Out-of-home care	491.1	37.6	391.2	34.5
<b>Total</b>	<b>1,305.7</b>	<b>100.0</b>	<b>1,133.8</b>	<b>100.0</b>

Note: For comparative purposes \$74.4m has been reclassified from community services to statutory protection in 2006/07.

### EXPENDITURE BY TYPE

	\$M	%
Employee related	359.3	27.5
Maintenance and operating expenses	170.0	13.1
Grants and subsidies	753.0	57.7
Depreciation	22.0	1.7
<b>Total</b>	<b>1,305.7</b>	<b>100.0</b>

### FUNDING SOURCE 2008/09

Source	Type of funding	\$M
<b>Recurrent</b>		
Treasury	Recurrent appropriation	1,299.5
Other agencies	Grants, contributions and revenues	10.2
Treasury (Crown)	Employee entitlements	17.2
Internal	Depreciation	23.0
<b>Total</b>		<b>1,349.9</b>
<b>Capital</b>		
Treasury		21.3
Other	Asset sales	8.5
<b>Total</b>		<b>29.8</b>



# Overview

## About DoCS

### What we do

The Department's key responsibilities are:

- providing protection for children at risk of harm
- providing early intervention services
- 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

DoCS has its head office in Ashfield (Sydney). There are seven regional offices and 79 community services centres which deliver frontline services across NSW. See Chapter 9 for a full list.

**The DoCS Helpline (ph 132 111) is a 24-hour statewide telephone service that receives reports of suspected child abuse or neglect.**

DoCS works together with other government agencies, non-government organisations, community groups and the public to:

- assess the strengths and needs of families and communities
- develop and deliver a wide 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
- public users of our information services.

### Who we work with

Our stakeholders include:

- local, state and Commonwealth government agencies which share responsibility for community services and child protection
- peak associations
- non-government organisations delivering services such as family support and child care
- research organisations, universities, students and the public (who collaborate on or receive our data and research findings)
- education and training institutions.





## Our people

DoCS has more than 4,500 full-time and part-time staff, including people from Aboriginal and culturally and linguistically diverse backgrounds. This diversity helps us to better identify and meet the needs of children and their families in these community groups.

We employ caseworkers, psychologists, legal officers, community program officers, researchers, statisticians, economists, children's services advisors, communications professionals, policy analysts, managers and administration staff.

Almost half of our workforce is made up of caseworkers who work in the following areas:

- **child protection:** assessing reports and helping families to reduce harm to children and young people and, if necessary, taking Children's Court action
- **out-of-home care:** supporting children and their carers, when children cannot live safely with their birth parents
- **DoCS Helpline:** taking initial reports about concerns for the safety and wellbeing of a child or young person, assessing what further action is needed and responding to after-hours child protection crises
- **Joint Investigation Response Teams:** undertaking joint investigations of child protection matters with professionals from NSW Police and NSW Health, where serious physical or sexual assault and neglect of children is involved
- **early intervention:** assessing strengths and needs of families and helping them access appropriate services
- **street teams and adolescent support:** reducing crime, risk-taking and antisocial behaviour by children and young people in areas such as Cabramatta and Kings Cross
- **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 families and communities.



At 30 June 2008, women made up 82 per cent of DoCS workforce, and held 81 per cent of senior executive positions.

More than seven per cent of all DoCS staff and nine per cent of caseworkers were Aboriginal and/or Torres Strait Islander, exceeding the NSW Government target of two per cent. In DoCS Northern and Western regions more than 20 per cent of DoCS caseworkers are Aboriginal and/or Torres Strait Islander.

Five per cent of DoCS staff identified as having a disability.

# Overview

The Department was organised into five divisions as at 30 June 2008:

## Operations

Operations Division delivers frontline services across NSW and supports the introduction of new policies, 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 provides the research, business planning, analysis, policy development and program evaluation to underpin DoCS reform agenda and implement funding reform to achieve the best outcomes for children and families. It develops policy initiatives in early intervention, child protection and out-of-home care.

## Strategy, Communication and Governance

Strategy, Communication and Governance provides leadership in DoCS management and accountability, including freedom of information, governance, investigation and reviews, strategic policy and corporate and ministerial information. It also 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. It also manages human resources, Aboriginal and multicultural services, and learning and development.

## 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 services for parents, families and women experiencing domestic violence,

and youth initiatives. The division is also responsible for reform and regulation of the children's services sector.

## Management

The Director-General is the head of the NSW Department of Community Services and 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.

A full list of DoCS Executive is in Appendix 2.

## NSW Ministers for Community Services and Youth

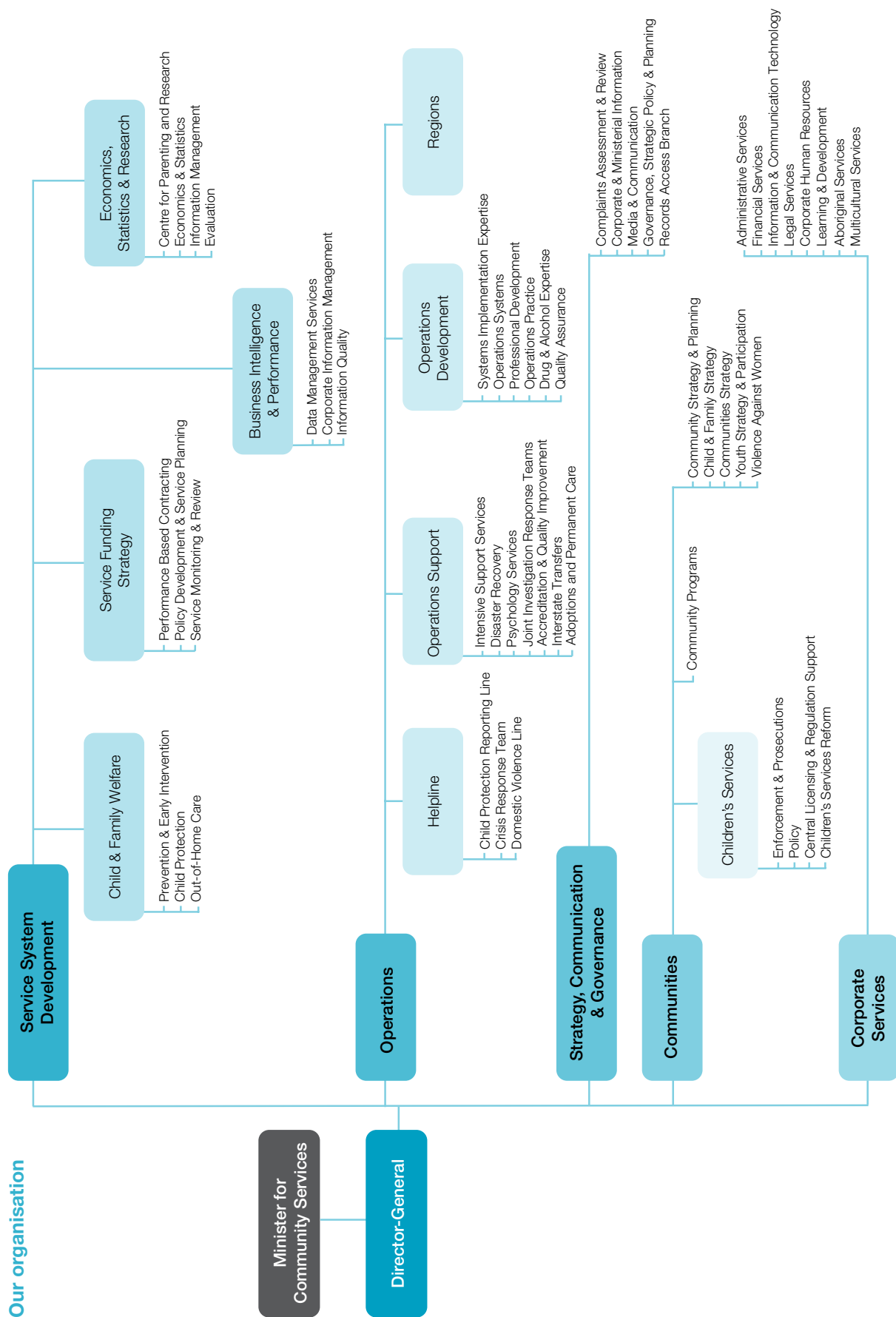
The Department supports the NSW Minister for Community Services and the Minister for Youth to perform their executive and statutory functions.

During 2007/08, the Minister for Community Services was the Hon. Kevin Green MP and the Minister for Youth was the Hon. Linda Burney MP.

In September 2008, the Hon. Linda Burney MP was appointed Minister for Community Services and the Hon. Graham West MP was appointed Minister for Youth.

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

## Our organisation



## Accountability

In addition to the Minister and the NSW Parliament, DoCS is accountable and responsible to a range of central and overseeing agencies.

### Department of Premier and Cabinet

This department coordinates government policy across all agencies, including DoCS. The Cabinet, which includes the Premier and ministers, determines policy.

### NSW Treasury

DoCS agrees with NSW Treasury each year on the services that DoCS will deliver based on the resources the Government allocates to DoCS, and how results will be measured.

### Audit Office of NSW

The Audit Office audits DoCS annual financial statements each year.

### NSW Ombudsman

The Ombudsman deals with public complaints against NSW government agencies, including DoCS. It investigates various matters itself or refers them to DoCS to review.

### NSW Child Death Review Team

The independent Child Death Review Team monitors trends in child deaths in NSW and recommends ways to promote children's safety and welfare. The Commissioner for Children and Young People is the convener. The team aims to educate the public about how to reduce preventable child deaths.

## NSW Office for Children – The Children's Guardian

The Children's Guardian promotes the best interests and rights of children and young people in out-of-home care. The office works 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 Children's Guardian's functions are set out in Chapter 10 of the *Children and Young Persons (Care and Protection) Act 1998*. For more information visit [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au).

## Commission for Children and Young People

The Commission for Children and Young People screens 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 and unsupervised contact with children, including foster carers, ministers of religion and members of religious organisations. The commission's other functions are set out in the *Commission for Children and Young People Act 1998*. For more information visit [www.kids.nsw.gov.au](http://www.kids.nsw.gov.au).





## NSW State Plan – our goals and priorities

DoCS has lead agency responsibility for two NSW State Plan priorities. They are:

- F6: Increased proportion of children with skills for life and learning at school entry
- F7: Reduced rates of child abuse and neglect.

We also contribute to a number of other priorities working together with other government departments.

DoCS aims to achieve the following results in meeting the State Plan's goals:

- children, young people and their families are supported so children achieve the skills for life and learning at school entry
- through targeted early intervention programs, vulnerable families are better supported before their needs escalate
- children and their parents are supported to improve the identification of children at risk of harm
- 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 have the ability and support to identify and solve problems as they arise and provide an environment where everyone can reach their full potential.

DoCS reports on its work through a number of mechanisms, and works with interagency and governmental boards and committees. See Appendix 2 for a full list of committees and consultative forums DoCS participated in during 2007/08.



## Overview

### Director-General's message

The Department of Community Services' *annual report 2007/08* is a statement of achievement and continued reforms as we strengthen our support to children, families and communities.



In 2007/08, the Department of Community Services received the last tranche of the NSW Government's \$1.2 billion funding boost announced in late 2002. The reforms have meant great changes to the way the Department and its staff work and operate but even more dramatic change can be expected as we strive to improve and refocus on our core business of protecting children.

Further reforms will result from the recommendations of the Special Commission of Inquiry into Child Protection Services in NSW. Justice James Wood is examining child protection systems and practices across State Government and non-government agencies. To achieve this he has held public forums throughout NSW, considered more than 600 submissions and spoken at length with DoCS staff, experts, government and non-government providers and foster carers.

DoCS is an organisation that's well and truly in the spotlight. Despite this external environment, our task is to focus on ways to deliver the best possible service to children and families and support our staff across NSW.

Most of all, we need to invest in responsive and culturally-appropriate services across the state for Aboriginal families and children.

Tragically, demand for the Department's services continues to increase, with reports of suspected child abuse and neglect rising by nearly six per cent in 2007/08 over the previous year.

In the five years prior to 2002, DoCS received a 432 per cent increase in child protection reports. There had been unprecedented pressure on both the child protection and out-of-home care systems – the organisation was in a critical condition.

There were numerous external inquiries and the organisation had no capacity to respond until the 2002 reform package provided the opportunity to create much-needed change.

### People and capacity

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

To recruit this number of caseworkers – many in remote and difficult-to-fill locations – we have made major improvements to our caseworker recruitment strategies, including running targeted attraction campaigns and an improved student placement program.

We actively recruit Aboriginal employees to help us better respond to the needs of Aboriginal children and families. Around seven per cent of all DoCS staff are Aboriginal or Torres Strait Islander – well exceeding the NSW Government target of two per cent.

In addition, we have built up a world-class research, economics and statistics capacity. The only way to achieve lasting future change is through evidence-based practice.

## Prevention and early intervention

Supporting vulnerable families early on can stop problems from getting worse and help parents give their children a good start in life.

The Brighter Futures early intervention program is a partnership between DoCS and non-government agencies and includes case management, home visiting, parenting programs and access to quality children's services for families. There are already more than 2,700 families engaged in Brighter Futures services and this will rise to 4,000 in 2008/09.

DoCS plays a leading role in children's services with responsibility for policy development, and the regulation and licensing of thousands of services across NSW. In 2007/08 the Department funded more than 1,600 children's services providers with more than \$116 million.

The Preschool Investment and Reform Plan provides \$85.5 million over four years to strengthen the community-based preschool sector in NSW. DoCS has now completed the roll-out of \$17.6 million (\$8.8 million each year) to improve the viability and affordability of existing preschool services and move to a more equitable distribution of funding.

Making licensing paperwork quicker and easier is one of the major benefits of centralised licensing – introduced in April 2007 as part of the Department's reforms to children's services. DoCS Central Licensing team now manages all enquiries about regulatory requirements, application forms and other matters related to licensing.

This year also marked the introduction of licensing by DoCS of school-based children's services in the government and independent schools sector.

## Child protection

The NSW child protection system is currently being reviewed to increase its efficiency and effectiveness for children, young people and families.

Additional caseworkers are an essential part of improving the quality and level of service to children. This has been achieved; but the sheer volume of reports to the DoCS Helpline means that the pressure remains high in this area.

No child protection system in the world can prevent every child death. However, we are committed to learning from detailed reviews of these tragic cases and applying the lessons from these reviews to achieve important changes in policies and procedures, influencing the training of frontline staff



in improved casework approaches and helping to identify important community education strategies.

## Out-of-home care

There were 14,667 children and young people in out-of-home care at 30 June 2008.

DoCS is growing and strengthening the out-of-home care service system with negotiations underway with 42 agencies to deliver out-of-home care programs, following an expression of interest process that closed in July 2007.

The increase in caseworker numbers and the expression of interest process are paving the way for a significant increase in our capacity to provide out-of-home care services.

Substantial work has been undertaken with foster carers to improve the level of support provided to them, but it is clear that much more needs to be done to recruit and support them, particularly Aboriginal foster carers.

DoCS is building capacity to achieve successful restoration and permanent care arrangements. A decision about whether restoration is realistic must not take longer than six months for non-Aboriginal children aged two years or less, and 12 months for older children and young people. DoCS permanency planning strategy is now operating at 42 community services centres across NSW.



## Overview

So far, more than 1,000 DoCS caseworkers have received training in permanency planning, covering areas such as legislation, restoration decision-making and reviewing placements.

I would like to acknowledge and thank our 4,500 DoCS staff in cities, towns and remote communities for their hard work and commitment to children and families.

I also extend my appreciation for the partnership of other agencies and the collaboration of the community sector – non-government organisations are playing an increasingly important role in our service system and future directions.

Finally, I thank the former Minister for Community Services, Kevin Greene (to September 2008) for his support of the Department's important work and look forward to working with the new Minister Linda Burney.

The challenge ahead is to manage the shift from reform to effective longer-term delivery in order to sustain improvements and realise further benefits. As the work of the Special Commission of Inquiry continues, we are on the cusp of another wave of important reforms.



Jennifer Mason  
Director-General



# 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 (NGOs), many of which receive funding to deliver services on behalf of the Department.



### Highlights in 2007/08:

- 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 \$29 million to 381 programs for all families with children eight years and under, including supported playgroups, volunteer home visitors and transition to school programs
- Funded more than 600 non-government organisations and local councils for over 960 community development projects
- Funded 390 services to assist people who are homeless or at risk of becoming homeless
- Held regional information sessions for more than 500 non-government organisations to explain DoCS performance-based contracting and performance monitoring framework
- Attended 27 disasters and provided almost \$3 million in funding to help victims get food, clothing, guidance and personal and financial support
- Provided more than \$194,600 to drought-affected families
- Supported more than 2,300 vulnerable young people with problematic drug and alcohol use through the Getting It Together Scheme
- Launched the new website [www.families.nsw.gov.au](http://www.families.nsw.gov.au) to provide information and resources to families
- Began practitioner training in the Triple P positive parenting program, with 1,200 health, welfare and education professionals across the state to be trained and accredited by Triple P International by 2011.

## Supported Accommodation Assistance Program (SAAP)

### Aim

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

### Strategies

- Ensure implementation of the SAAP V strategic directions which focus on improving prevention and early intervention, and services 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 people who are homeless or at risk of becoming homeless. This includes 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, with NSW contributing 50.4 per cent of funds and the Commonwealth 49.6 per cent in 2007/08.

SAAP provided funding to 390 non-government organisations in 2007/08 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.

Domestic and family violence is one of the main causes of homelessness. DoCS provided funding under SAAP to 82 women's refuges in 2007/08 to help women and children affected by domestic violence. In 2008/09 these services will receive more than \$32 million in funding.

### SAAP SERVICES BY CLIENT GROUP

	No. of service providers		
	2007/08	2006/07	2005/06
Young people	166	163	165
Single men only	37	37	37
Single women only	18	19	18
Families	24	24	23
Women escaping domestic violence	93	93	93
Cross target/multiple/general	52	52	51
<b>Total</b>	<b>390</b>	<b>388</b>	<b>387</b>

Source: DoCS Funding Administration Unit.

## FUNDED SAAP SERVICES BY TYPE

	No. of service providers		
	2007/08	2006/07	2005/06
Crisis/short-term accommodation	140	139	135
Medium/long-term accommodation	106	104	108
Day support	1	1	1
Outreach support	17	15	14
Telephone information/referral	6	6	6
Agency support	1	1	1
Multiple	79	80	80
Other	40	42	42
<b>Total</b>	<b>390</b>	<b>388</b>	<b>387</b>

Source: DoCS Funding Administration Unit.

### Improving services

The SAAP V planning process was completed in line with NSW commitments under the Commonwealth/State SAAP Agreement.

Through the seven SAAP regional plans, priorities for action were developed around the key strategic directions of:

- addressing service viability
- improving client assessment
- increasing pre-crisis and post-crisis supports
- strengthening linkages and improving services for Aboriginal people.

In response to the NSW Auditor-General's performance audit *Responding to Homelessness*, the NSW Government established a working group to oversee development of a statewide homelessness strategic framework. The working group, which is chaired by the Department of Premier and Cabinet, includes representatives from Housing NSW, DoCS, NSW Health, NSW Treasury and the NSW Police Force.

The framework will better define the Government's role in helping homeless people and provide direction for future strategies to address homelessness in NSW. The framework has two overarching outcomes: that fewer people become homeless and fewer people experiencing homelessness become homeless again. A key outcome of the framework is that it shows the range and diversity of programs in place across the education, health, housing and community service systems that can be used as the basis for developing a stronger prevention and early intervention response.

In January 2008, the Commonwealth Government announced a new approach to tackling the problem of homelessness in Australia through the development of a comprehensive, long-term plan. Under the Commonwealth proposal, the current SAAP Agreement will be incorporated into a broad National Affordable Housing Agreement. DoCS is working closely with the

Department of Premier and Cabinet and Housing NSW to ensure that there is a strong focus under the new arrangements on addressing the support needs of homeless people and those at imminent risk of homelessness.

The NSW Government is using the draft strategic framework as the basis for developing its plans to address homelessness along with the Commonwealth's reforms. The framework will be finalised following community consultation, after the Commonwealth Government releases its White Paper in September 2008.

### Improving services for Aboriginal women and children in far western NSW

The Orana Far West Child and Family Partnership Development Project was established in 2007/08 to improve services for Aboriginal women and children in isolated communities.

The project provides child and family support workers at five safe houses in far western NSW. The workers assess families on entry to the safe houses to address their immediate safety issues. They then coordinate and deliver a package of services providing longer-term support for the women and their children. This support focuses on linkages with the Brighter Futures program.

The project was developed with the Women's Refuge Movement Resource Centre with funding from the Commonwealth's Indigenous Family Violence Partnership Program's Safe Places Initiative. The project also provides the safe houses with additional resources including a training and support worker who organises training to strengthen their organisational capacity.

## Disaster recovery

### Aim

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

### Strategies

- 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.

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

- 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.

During 2007/08, DoCS responded to 27 natural and other disasters across NSW providing almost \$3 million in financial assistance. This included help for people affected by emergencies in previous financial years (particularly the Hunter and Central Coast storms and floods of June 2007), 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 gave more than \$194,600 to drought-affected families and individuals during the year.

## NUMBER AND TYPE OF DISASTER RECOVERY SERVICES

Type of disaster	2007/08	2006/07	2005/06
Natural	16	23	26
Other	11	8	6
<b>Total</b>	<b>27</b>	<b>31</b>	<b>32</b>



## Significant events in NSW in 2007/08

Recovery activities for the Hunter and Central Coast storms and floods of June 2007 continued well into the latter part of the year. Recovery centres in Newcastle, Wyong, Cessnock and Singleton were opened to provide direct support to local people impacted by the storms. All had closed by mid-August, except for Newcastle, which operated until late October. More than 3,000 people visited these centres. DoCS conducted more than 1,900 home visits and received more than 1,000 applications for assistance with repair or replacement of household contents, or structural repairs.

DoCS undertook significant planning and preparatory work for the Asia Pacific Economic Cooperation (APEC) forum in September 2007 to ensure a disaster response could be quickly organised, if required.

Lismore and western Sydney experienced severe storms in late 2007. DoCS received over 480 telephone inquiries and 120 applications for assistance.

We provided more than \$760,000 to residents for essential contents and structural repairs to their homes.

DoCS coordinated an extensive doorknocking strategy in Blacktown and Lalor Park which were hit hard by the storms. More than 2,500 homes were visited by Red Cross and Anglicare volunteers across a two-day period.

Heavy rain began falling on 4 January 2008 on the North and Mid-North coast of NSW. To assist communities affected by flooding, five evacuation centres were set up with more than 300 people attending. The Kyogle recovery centre had 560 people visit in an eight-week period. DoCS provided \$175,000 in assistance.

## DISASTER RECOVERY SERVICES PROVIDED IN 2007/08

Location	Event type	Date
Auburn	Wall collapse	July 2007
Rosehill	Burst water main	July 2007
Mount Kembla	Bushfire	October 2007
Cowan	Bushfire	October 2007
Lismore	Hailstorm	October 2007
Dunoon	Severe storm	October 2007
Stanmore	Boarding house fire	October 2007
St Marys	Siege	October 2007
Port Stephens	Bushfire	October 2007
Werris Creek	Silo fire	November 2007
Blacktown	Hailstorm	December 2007
Toowoomba Bay	Potential gas cylinder explosion	December 2007
Lake Cargelligo	Storm and flooding	December 2007
Wallerawang	Fireworks explosion	December 2007
Grenfell	Tyre factory fire	January 2008
Northern Rivers	Flood	January 2008
Tenterfield	Flood	January 2008
Wollondilly	Windstorm	January 2008
Cooma	Storm	January 2008
Shoalhaven	Storm	January 2008
Ultimo	Shop explosion	February 2008
Port Stephens	Storm	February 2008
Merrylands	Apartment block fire	February 2008
Muswellbrook	Storm	February 2008
Waterloo	Burst water main	March 2008
Mid North Coast	Flood	April 2008
Wyong	Flood	April 2008

## Community development and capacity building

### Aim

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

### Strategies

- 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 many services to promote family resilience, encourage community development and address common issues that can lead to family breakdown. These services range from youth and neighbourhood centres to those which prevent or treat the abuse of alcohol and other drugs and are accessible to everyone in the community.

DoCS provides some services while others are led by or funded jointly with non-government organisations or other government departments. A number of programs 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.

## 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 more than \$79 million to 966 projects operated by approximately 600 non-government organisations and local councils. These include neighbourhood centres, family support services, community development projects, youth services and peak organisations.

These services focus on addressing the risks undermining the effective development of children and young people in NSW, through strengthening families and improving the capacity of disadvantaged communities.

Ernst & Young carried out a major review of the CSGP in early 2007. This review led to a bid to NSW Treasury for additional funds to maintain services at 2002 levels, and a business case recommending increased funding to enable CSGP services to more closely align their work with DoCS in child protection, prevention and early intervention.

DoCS implementation of the CSGP review will see services aligned to the new results aimed at strengthening support for disadvantaged children, young people and communities. Central to this process will be new service specifications set to be developed in 2008/09.

## CSGP SERVICES AND FUNDING

	2007/08		2006/07		2005/06	
Program	Services	Funding total (\$M)	Services	Funding total (\$M)	Services	Funding total (\$M)
Community development	447	27.8	435	26	454	25
Child protection and family and individual support	226	29.9	212	27.4	237	26.2
Youth services	293	22	283	22	303	20

Source: DoCS Performance Based Contracting.

DoCS also funded two projects to develop and implement a results accountability framework for funded services in the CSGP. Training and information sessions are being carried out across the non-government service system. The projects have been extended for a second 12-month period until 30 June 2009.

### Alcohol and drug abuse

More than one in five child protection reports to DoCS involve drug and alcohol issues, so prevention of their misuse is an important way to help families and keep children and young people safe from harm.

DoCS Drug and Alcohol Expertise Unit was established in 2007 to give specialist support to all levels of the community services network. The unit provides training, resources, assessment tools and advice to support frontline workers in assessing and managing risk where parental drug and/or alcohol use impacts upon the health and safety of children.

During the year 774 individual drug and alcohol consultations were provided to caseworkers.

Frontline workers in all community services centres were trained on the impact of drug use in pregnancy and the possible implications for newborn babies. Customised workshops were run in various locations on topics including pharmacology, methamphetamine (Ice), and parental substance misuse and the impacts on children.

The Information Sharing Protocol (Opiate Treatment) – Methadone or Buprenorphine between DoCS and NSW Health was released in July 2007. Tools and resources to assist caseworkers to access information via the protocol are available on the DoCS DrugNet intranet site.

The *Dual Diagnosis Support Kit*, a valuable resource for working with families where a parent/carer has both a mental illness and drug and alcohol issues, was reprinted in response to demand during 2007/08 with 28,000 kits distributed.

DoCS is working with Barnardos South Coast to deliver support services for pregnant Aboriginal women using alcohol. The Indigenous Substance Use in Pregnancy and Parenting Service (ISUPPS) project, in partnership with the Aboriginal Medical Service, family support

services and maternal health services, has employed an Aboriginal worker to link vulnerable women to a range of medical and support services. This project is funded through the Alcohol Education Research Foundation.

The Getting it Together Scheme (GITS) supports vulnerable young people who are not accessing conventional services. Twelve GITS services provided case management and support to more than 2,360 young people during the year.

A performance monitoring framework was implemented in the Alcohol and Other Drugs Program which incorporates both Getting It Together and Youth Drug and Alcohol Court services. Following consultation with the 17 services funded under the program, performance-based service specifications were developed.

Three new GIT services will be established in the Toomelah/Boggabilla, Lismore and Central Coast areas in 2008/09, after an expression of interest process held in 2007/08.

This year, biannual forums for the Getting It Together services were introduced. They provide an opportunity for these services, DoCS and other partners to exchange information and ideas.

DoCS continues to be a key partner in the cross-agency Youth Drug and Alcohol Court (YDAC) program which diverts young offenders with serious drug and alcohol



problems away from the criminal justice system and into treatment and rehabilitation. The program uses a unique combination of judicial and therapeutic interventions.

DoCS staff provide assessment and case management to young people in the program and work closely with community-based case management and accommodation services. Nearly 700 young offenders have participated in the program since it started in 2000.

Two drug and alcohol family assessment guides are being trialled in seven sites across NSW. The guides help caseworkers identify risk and case management strategies for children with parents or carers with serious and persistent drug and/or alcohol use.

Between November 2007 and March 2008, 136 caseworkers and casework managers attended training in how to use the guides.

## Violence against women

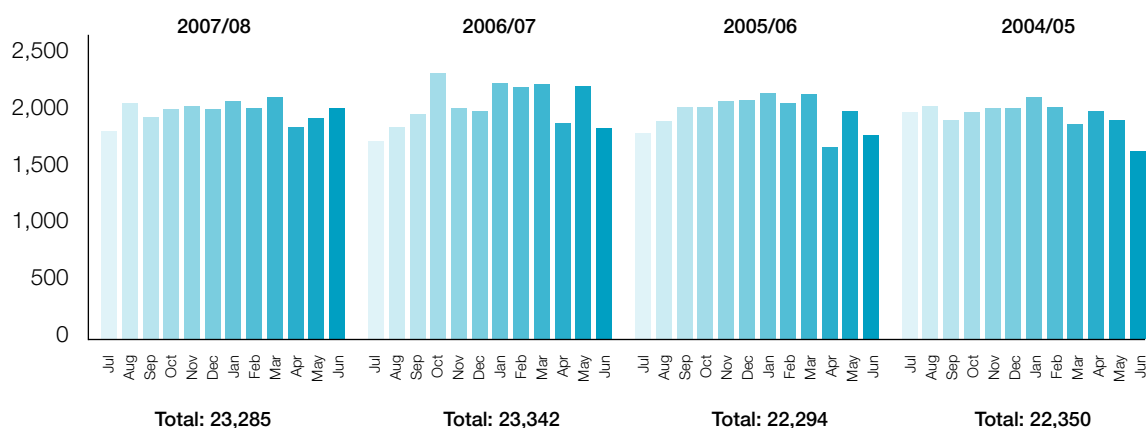
DoCS statewide Domestic Violence Line – 1800 65 64 63 – received 23,285 calls in 2007/08.

The majority of these involved verbal, psychological and physical violence. More than 7,200 calls involved nearly 15,000 children in the affected households.





## DOMESTIC VIOLENCE LINE CALLS ANSWERED



## CALLS TO DOCS DOMESTIC VIOLENCE LINE BY ISSUE REPORTED

Type	2007/08	2006/07	2005/06
Physical	7,947	6,060	5,096
Verbal	11,233	8,623	7,284
Sexual	1,592	1,233	842
Psychological	9,286	7,379	6,564
Social	4,509	3,092	2,666
Economic	3,438	2,194	1,822

Note: Not all calls answered were recorded in SPSS system due to technical issues. Source: DoCS Information and Reporting.

In November 2007, DoCS Violence Against Women Unit coordinated the 16 Days of Activism to Stop Violence Against Women campaign with more than 110 events held across the state. The NSW Premier gave out awards acknowledging excellence in preventing violence against women to 12 recipients.

Ninety local domestic violence committees received grants of \$600 each in 2007/08 to help raise awareness of and prevent domestic violence.

In February 2008, the NSW Premier announced that the Department of Premier and Cabinet would have responsibility for violence prevention, as part of a new NSW Government strategy. DoCS Violence Against Women Unit ceased operation in May 2008 but the Department has ongoing responsibility for coordination of Integrated Domestic and Family Violence Services and Staying Home Leaving Violence projects.



DoCS coordinates seven Integrated Domestic and Family Violence Services projects, which are multiagency responses to family and domestic violence. They are located as follows:

- Domestic Assault Response Team – Tuggerah (DoCS lead)
- Canterbury/Bankstown Domestic Violence Team (DoCS lead)
- Mount Druitt Family Violence Service (DoCS lead)
- Liverpool and Green Valley Domestic Violence Service (Sydney South West Area Health Service lead)
- Great Lakes Refuge Police Partnership (Manning District Emergency Accommodation Service lead)
- Domestic Violence Intervention Response Team – Gosford (Central Coast Domestic Violence Court Advocacy Scheme Inc lead)
- Nowra Domestic Violence Intervention Service (YWCA lead).

In early 2008, DoCS undertook a review and planning process to consolidate governance structures, improve program and service delivery, and determine future funding allocations consistent with the needs and capacities of each project. Projects and core partners were consulted and also participated in the planning process.

Outcomes of this planning process – including recommendations on key program and service elements, and performance measures – will be incorporated into new service specifications and funding agreements from 2008 to 2012.

## New approach to domestic and family violence

A new whole-of-government approach to tackling domestic and family violence and supporting women and families who have experienced violence will help achieve the NSW Government's goals under State Plan priorities R1 and F4.

The new approach, which replaces the Violence Against Women unit within DoCS, consists of:

- a Violence Prevention Coordination Unit in the Office for Women, Department of Premier and Cabinet, which will take a leadership role in developing policy aimed at reducing domestic and family violence
- five statewide project officers to deliver major government initiatives in key service delivery agencies
- nine regional coordinators within the NSW Police Force ensuring integrated delivery of human services and criminal justice responses.

## Positive parenting program giving mums and dads skills and confidence

Some parents in NSW are already feeling better able to face the challenges of parenting thanks to Triple P – an evidence-based model of parent education and support being made available across NSW through Families NSW.

Developed in Australia through the University of Queensland, Triple P is based on more than 30 years of evidence. It involves supporting parents to create a family environment that is loving, supportive and predictable. Triple P assists parents and carers to build skills and confidence in their parenting by supporting them to understand and respond to their child's behaviour.

This is important in raising healthy, well-adjusted children who have the confidence to succeed at school and in their relationships with others.

## Families NSW

Families NSW is a whole-of-government initiative that supports all families expecting a baby or with children aged up to eight years of age. It invests in prevention and early intervention strategies to give children the best possible start in life.

Families NSW is delivered jointly by five government agencies – DoCS, NSW Health, and the Departments of Education and Training; Housing; and Ageing, Disability and Home Care. It helps children through home visiting, transition-to-school programs, supported playgroups, volunteer home visiting and family worker support services.

Partnerships with local government and community organisations are also an important part of the program.

In 2007/08, Families NSW had a total budget of \$40.4 million, of which DoCS managed \$29.6 million. We funded 381 Families NSW projects, including supported playgroups, family workers, volunteer home visiting, early literacy projects, transition-to-school

initiatives, toy libraries, parenting resources and family events.

More than 3,000 families currently participate in Families NSW supported playgroups. An evaluation completed in December 2007 showed that the playgroups are offering real benefits for these families, with 98 per cent of parents reporting that the supported playgroup was a positive experience they would recommend to other parents.

The majority of supported playgroups are located in the most disadvantaged locations in NSW, equally located in urban and regional areas. Twelve per cent of families attending supported playgroups (19 per cent in rural and regional areas) identify as Aboriginal or Torres Strait Islander.

The evaluation found that parents reported increased confidence in parenting and less social isolation, while their children got an opportunity to socialise and gain exposure to a range of play experiences.

DoCS received an additional \$7.6 million over four years from 2007 to June 2011 to make the Triple P positive parenting program available to all families with children aged three to eight years and expand the parent advice line Parent Line – 132 055 – now a 24-hour service.

Triple P training began in June 2007 with 100 practitioners taking part from the Families NSW planning areas of South West Sydney, Inner West, Illawarra, Mid North Coast and Riverina Murray. Over the course of the program it is expected that almost 1,200 health, welfare and education professionals across the state will be trained and accredited by Triple P International.

The roll-out will enable parents and carers to access Triple P through seminars, group sessions or a self-directed program.

The new Families NSW website [www.families.nsw.gov.au](http://www.families.nsw.gov.au) was launched in March 2008. It provides Families NSW resources and promotes events for families.



## Aboriginal Child, Youth and Family Strategy

The Aboriginal Child, Youth and Family Strategy (ACYFS) empowers Aboriginal communities to find solutions and work in partnership with the NSW Government to resolve issues.

In 2007/08, ACYFS strengthened its focus towards families with children under five. It began to establish links with other projects, such as the Aboriginal Maternal and Infant Health Strategy and Two Ways Together (NSW Aboriginal Affairs policy), and implement service models including Aboriginal supported playgroups, Aboriginal family workers and early literacy programs.

The new directions will contribute to a system that allows Aboriginal people to access all relevant services for children aged 0–5 years in a seamless transition from one service to the next. It is anticipated that this transition process for ACYFS will occur over the next two years.

In 2007/08, a new parenting book was produced for the Hunter region – *Growing up strong Wonai* – the sixth to be developed under the ACYFS Aboriginal parenting strategy so far.

## Better Futures

The Better Futures program is an early support strategy for young people aged between nine and 18 years. It aims to reduce risk, reinforce protective behaviours and create opportunities for vulnerable young people 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 safer transition to adulthood.

This year, the Better Futures total budget was \$4.6 million. Funding was given to local Youth Week activities and projects, such as Midnight Basketball in Campbelltown and Armidale, where young people can connect with their peers in a positive way and gain skills in anger management and conflict resolution.

Better Futures also gave funding to the Youth Action and Policy Association to provide youth participation grants, which allow young people to access small amounts to initiate community development projects.

A full list of projects funded under Better Futures is in Chapter 8.





## Youth initiatives

### Youth Week

Youth Week 2008 was held from 5–13 April with the theme 'Shout, Share, Live, Unite'. Youth Week gives young people throughout NSW, no matter where they live, an opportunity to participate. It is organised by young people for young people in local communities. This year, around 4,000 young people were involved in planning, organising and managing more than 900 local events and activities. More than 220,000 young people took part in these activities and events. Every local council in NSW received funding for Youth Week.

### Youth policy

The NSW youth action plan, *The way forward: supporting young people in NSW* gives an overview of mainstream and youth-specific projects that the NSW Government provides and the actions proposed until 2010.

The projects and initiatives flowing from the plan provide opportunities for young people to participate in decision-making and the design and delivery of public services.

For example, the NSW Youth Advisory Council continues to give important advice to the Minister for Youth and the NSW Government about issues of concern to young people and ways in which those issues can be addressed.

Through the Youth Participation Grants Program many young people across the state get an opportunity to create and run local projects that encourage their peers to get involved in their communities. Thirty projects designed, created and managed by young people were funded in 2007/08.

DoCS continues to maintain and improve the Government's youth website [www.youth.nsw.gov.au](http://www.youth.nsw.gov.au). It gives young people across NSW a way to voice their opinions and gain information on a range of issues including government policy and youth services.

Another aspect of the plan is the innovative Youth Mental Health Service Model which provides a seamless, multi-disciplinary service for young people aged 14–24 years with mental health problems and disorders.

During 2007/08, DoCS made significant progress against its responsibilities under the plan, including the implementation of best practice principles for youth participation that the NSW Premier announced in June 2007. These principles encourage youth participation by appointing young people to government boards and committees.

DoCS monitors the youth action plan annually and a progress report is available at [www.youth.nsw.gov.au](http://www.youth.nsw.gov.au).

### Youth Advisory Council

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

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



## Strengthening communities

The Pay It Forward Community Leadership Program was run for the third time during 2007/08. Twenty-three community leaders from across NSW, mostly from the non-government sector, attended the six-day program. Approximately 70 per cent of participants were from rural and regional locations. They reported that the program had a positive impact on their community leadership skills, confidence in dealing with major community issues, attitudes to community leadership, and leadership behaviours.

Five Grantseeker Workshops were held for community organisations in Wagga Wagga, Port Macquarie, Coffs Harbour, Cabramatta and Nowra, in partnership with Philanthropy Australia. The workshops help to build the capacity of the non-government sector by providing information about sourcing and applying for funding from philanthropic trusts and foundations.

The [www.communitybuilders.nsw.gov.au](http://www.communitybuilders.nsw.gov.au) website helps groups across the state share ideas on how to strengthen their community.

It contains information on building community strength, as well as information on funding opportunities across NSW, an events calendar and a discussion forum. During 2007/08, the site had an average of almost 70,000 visits each month.

A site review is currently underway to ensure that design and content are up to date and meet community needs.

## Area Assistance Scheme

DoCS Area Assistance Scheme (AAS) provides grants to community organisations for projects in designated areas that improve infrastructure and encourage stronger communities. Local councils are also eligible for funding and some sponsor projects on behalf of unincorporated community organisations. In 2007/08, the AAS funded 172 projects to the value of \$8.65 million. Funding was given to projects that would improve community safety, develop stronger communities or increase community partnerships.

A full list of projects funded under these programs is in Chapter 8 of this report.



# Helping Children and Families

## PREVENTION AND EARLY INTERVENTION

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

Services like home visiting, supported playgroups and access to quality child care can help families who have young children and face 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.

Children's services provide early childhood programs and family support in the early years that encourage child development. They can help families by providing quality care and detecting behavioural and social problems early.

In 2007/08, DoCS continued with major reforms to NSW children's services to strengthen quality and improve access to child care for children in NSW.

DoCS Brighter Futures early intervention program helps families access quality child care and support programs which promote early childhood development and stronger, more supported families.

During the year more than 6,500 children participated in Brighter Futures programs.



### Highlights in 2007/08:

- Funded more than 1,600 children's services – an estimated 46,000 places per day
- Licensed more than 3,400 child care services, providing nearly 151,000 places per day
- Funded more than 1,700 full-time equivalent child care places for more than 4,300 children whose families are participating in the Brighter Futures program
- Provided access to children's services for more than 9,200 children with special needs, including children who are Aboriginal, from culturally and linguistically diverse backgrounds or have an identified disability
- More than 6,500 children from 2,700 families participated in Brighter Futures programs
- Created 100 new early intervention caseworker positions, bringing the total number to 350. Of these, 272 were filled as at 30 June 2008
- Formed a service partnership with NSW Health to give women and children participating in the Aboriginal Maternal and Infant Health Strategy direct entry to Brighter Futures
- Funded 34 Brighter Futures projects to deliver case management, home visiting, parenting programs and quality children's services to families
- Trained more than 100 caseworkers and 42 managers casework in the Parents as Teachers early intervention home visiting program.

### Children's services

#### Aim

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

#### Strategies

- 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 healthy early child development

Children's services provide families in NSW with access to early childhood programs and family support in the early years that can help encourage child development and assist with identifying behavioural and social problems early.

DoCS plays a leading role in children's services with responsibility for policy development, and the regulation and licensing of thousands of services across NSW – from preschools and child care centres to family day care and occasional care services.

In 2007/08, the Department funded more than 1,600 children's services providers with more than \$116 million. These include mobile services, long day care, preschool, multipurpose centres, vacation care, toy libraries, support services and specific funding to support children with additional needs in accessing early childhood education.

Service providers such as local councils and non-government organisations were funded to deliver 1,795 projects and services during 2007/08, including:

- \$6.3 million for 97 projects to deliver early childhood services
- \$105.8 million for 1,327 projects to deliver preschool and long day care services (including \$11.4 million for Supporting Children with Additional Needs (SCAN) projects)
- \$2.4 million for 256 projects to deliver vacation care services.

In 2007/08, DoCS continued with its major reform program to improve the clarity, consistency and

effectiveness of our role in supporting children's services and enabling them to focus on delivering quality education and care to children and families.

The Department focused on regulatory reform, the phasing in of centralised licensing, commencement of registration of outside school hours care and licensing of school-based services. We have adopted a more strategic approach to compliance and enforcement. This includes prosecution to ensure consequences for those few services that don't meet community standards of quality care and early childhood education.

By July 2008, there were 3,419 child care services licensed 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.

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

The past year marked the introduction of licensing by DoCS of school-based children's services in the government and independent schools sector.

The availability of places per day in licensed children's services continues to grow. During the past five years, there has been an 18 per cent increase in the number of licensed places – from 128,302 in 2003/04 to 150,776 in 2007/08 – mostly growth in centre-based child care.

DoCS funded an estimated 46,000 places per day during 2007/08 and helped reduce fees for more than 11,600 children from families with low incomes.



## FUNDED CHILDREN'S SERVICES

	2007/08		2006/07		2005/06		2004/05		2003/04	
Services	Number	%	Number	%	Number	%	Number	%	Number	%
Centre-based services	1,210	75.2	1,226	75.7	1,239	75.5	1,254	75.4	1,268	75.5
Mobile services*	69	4.3	67	4.1	66	4.0	65	3.9	63	3.8
Vacation care**	246	15.3	249	15.4	258	15.7	265	15.9	274	16.3
Early childhood services**	84	5.2	77	4.8	78	4.8	79	4.8	75	4.5
<b>Total</b>	<b>1,609</b>	<b>100</b>	<b>1,619</b>	<b>100</b>	<b>1,641</b>	<b>100</b>	<b>1,663</b>	<b>100</b>	<b>1,680</b>	<b>100</b>
<b>Estimated total funded capacity (places per day)</b>	<b>45,957</b>		<b>46,008</b>		<b>46,132</b>		<b>46,319</b>		<b>46,340</b>	

\* Mobile services include licensed mobile preschools and funded only mobile services. Funded only mobile services 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.

## LICENSED CHILDREN'S SERVICES

	2007/08		2006/07		2005/06		2004/05		2003/04	
Services	Number	%	Number	%	Number	%	Number	%	Number	%
Family day care	103	3.0	108	3.2	108	3.3	108	3.4	109	3.5
Home-based services	116	3.4	131	3.9	136	4.2	152	4.8	164	5.3
Mobile services	12	0.4	12	0.4	12	0.4	12	0.4	13	0.4
Centre-based services	1,909	55.8	1,818	54.4	1,695	52.4	1,601	50.4	1,507	48.5
Funded centre-based services	1,210	35.4	1,226	36.7	1,239	38.3	1,254	39.5	1,268	40.8
Funded mobile services	48	1.4	46	1.4	46	1.4	47	1.5	44	1.4
School-based services	21	0.6								
<b>Total</b>	<b>3,419</b>	<b>100</b>	<b>3,341</b>	<b>100</b>	<b>3,236</b>	<b>100</b>	<b>3,174</b>	<b>100</b>	<b>3,105</b>	<b>100</b>
<b>Estimated total licensed capacity (places per day)</b>	<b>150,776</b>		<b>146,120</b>		<b>138,648</b>		<b>133,217</b>		<b>128,302</b>	

Source: DoCS Information and Reporting.

### Improving children's services

Making licensing paperwork quicker and easier is one of the major benefits of centralised licensing – introduced in April 2007 as part of the Department's reforms to children's services.

DoCS Central Licensing team (at DoCS Ashfield head office) now manages all enquiries about regulatory requirements, application forms and other licensing matters.

Centralised receipt and processing will be introduced across NSW. Services from the Metro West and Southern regions began this process in May 2008, with Metro South West and Northern due to begin in August 2008, Metro Central and Western from November 2008, and Hunter and Central Coast from March 2009.

DoCS provided briefings for licensees and supervisors of services on how the new system works in practice before the roll-out of central licensing to each NSW region. DoCS also kept services informed through regular website updates.

DoCS Children's Services Advisors (CSAs) – who are early childhood trained specialists and have local knowledge of services and communities – continue to be critical in decision-making about licensing.

The CSAs work directly with services on regulatory compliance and quality service delivery, and no longer have primary responsibility for licensing and funding administration paperwork. This will ensure that they can focus on using their expertise and early childhood knowledge on the ground with services, rather than dealing with paperwork.

New team leader positions were created in each region to lead CSAs – ensuring supervisors share their early childhood focus and expertise.

DoCS is committed to keeping the sector informed about changes and ongoing reforms through its website, letters to service providers and a new quarterly newsletter *Building Blocks*. Three editions were circulated to 7,000 licensed, funded and regulated services in 2007/08, as well as early childhood stakeholders in policy, research and peak organisations.

The Children's Services Regulation 2004 will be reviewed in 2008 and is due to be remade by September 2009. DoCS will lead a review of the Regulation as a necessary step in supporting fundamental reforms to children's services.

Some reform steps are already underway, however fundamental reform requires a new regulation to support and improve outcomes for children while increasing the flexibility of services to meet child and family needs.





## Enforcement and prosecution

DoCS established its Enforcement and Prosecutions Team in 2007 to provide high quality, professional, legal and investigative services. This team works with the sector to increase operators' understanding of their rights and responsibilities in complying with regulations. This enhances services' capacity to meet those obligations.

The team implemented high-quality monitoring and investigation strategies and provided support, advice and training to CSAs to strengthen compliance and enforcement activities. For example, CSAs attended training on best practice regulation and investigation, with a focus on providing a consistent understanding of the principles of best practice regulation and directions in regulatory policy.

Most children's services in NSW meet quality and safety requirements, however there are a few operators who fail to reach community and industry standards. Child care services and preschools that fail to meet the standards required by law will be publicly named on the DoCS website from September 2008. Online information about services that have been prosecuted or had major changes made to their licences will help parents find out more about services they are considering for their children.

DoCS works with all service providers to make them aware of the legal requirements and notifies providers of any issues that need to be rectified.

## Outside school hours care

Since February 2007, all out of school hours care services (also known as before and after school care and vacation care) in NSW are required to register with DoCS under the Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007 – supporting quality child care for all ages.



A total of 2,327 operating services were registered by February 2008 including 1,326 before and after school care services and 1,001 vacation care services.

According to the information collected through registration, the sector provides approximately 23,200 before school care places, 40,800 after school care places and 31,000 vacation care places.

The registration information will be analysed to assess the current operating standards of out of school hours care services. This assessment will be used to develop the second stage of the regulation which will provide a new operating framework for out of school hours care services in NSW.

The regulatory framework is being developed in consultation with the sector and will be implemented in stages to allow services to meet the new requirements over time.

## School-based preschools

School-based children's services, including approximately 100 Department of Education and Training (DET) and 150 non-government school preschools, will be licensed under the Children's Services Regulation 2004 for the first time from July 2008.

The aim of regulating these services is to ensure all families receive a consistent quality of early childhood education and care, regardless of who operates the service.

Licensing is being staged according to regions. All DET services and non-government services (85 in total) in DoCS Metro West and Metro South West regions were eligible for licenses from 1 July 2008. Licensing will be introduced in remaining areas of NSW between 1 July 2009 and July 2010.

### Preschool Investment and Reform Plan

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

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

The roll-out of the 2007/08 allocation was completed by July 2008 bringing the total allocation made so far to \$17.6 million. The funding was given to 539 children's services for four types of assistance:

- operational funding and fee relief
- one-off capital improvement funding
- service analysis
- business development support.

Funding from the Commonwealth Government under the 2007/08 Universal Access to Early Childhood Education Program was used to fund 35 community-based Aboriginal preschools.

The Brighter Futures early intervention program provided funding for 1,722 full-time equivalent child care places for more than 4,300 children whose families are participating in the Brighter Futures program.

Under DoCS Service Analysis and Business Development initiative, 307 preschools received extra assistance and support during the reporting year. A comprehensive resource manual and a tools and templates workbook were developed for relevant services. Workshops and individual support sessions were also offered according to level of need.

The growth phase of the PIRP will occur in 2008/09 and allocate an additional \$21 million for additional preschool places for about 10,500 children.

The Department developed a new resource allocation model for preschool funding, in consultation with the PIRP Working Group, to guide the funding of preschools in 2008/09.



### Supporting children with additional needs

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

During the year, DoCS provided \$12 million for SCAN projects to directly support the inclusion of children with additional needs from 0–12 years. We funded training for child care staff, travel to specialist services and the employment of support workers at DoCS-funded preschools, vacation care and occasional care services.

As part of broader funding reforms and an evaluation of the SCAN program, funding for Aboriginal children and those from culturally and linguistically diverse backgrounds is now included in the new PIRP resource allocation model. This helps improve access to preschool for these families. In late 2008, DoCS will work with sector experts and SCAN organisations to improve the focus of the program on children with disabilities and challenging behaviours.

During the year, DoCS provided access to children's services for more than 9,200 children with special needs. This includes children with an Aboriginal or culturally and linguistically diverse background, or an identified disability.

DoCS continues to improve regional funding, data collection and the guidelines for identifying support needs.



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

	2007	2006
No. of children from low income families for whom fees were reduced	11,617	10,843
No. of children from special needs group*		
• Indigenous Australian children	3,181	3,161
• Children from a culturally and linguistically diverse background	12,341	11,574
• Children with a disability	5,218	5,429

\* These categories are not mutually exclusive.  
Source: DoCS Information and Reporting.

### CHILDREN AGED 0–5 YEARS IN NSW ACCESSING FUNDED LICENSED CHILDREN'S SERVICES

All children	2007/08	2006/07	2005/06	2004/05	2003/04
No. of children aged 0–5 years attending funded licensed children's services in NSW	66,797	68,859	69,691	66,748	70,027
Total NSW population aged 0–5 years	525,836	506,087	513,044	514,492	520,514
% of children aged 0–5 years in NSW accessing funded licensed children's services	12.7%	13.6%	13.6%	13.0%	13.5%
<b>Indigenous children</b>					
No. of Indigenous children aged 0–5 years attending funded licensed children's services in NSW	3,181	3,161	2,939	2,877	3,561
Total NSW Indigenous population aged 0–5 years	20,755	20,755	19,335	19,335	19,335
% of Indigenous children aged 0–5 years in NSW accessing funded licensed children's services	15.3%	15.2%	15.2%	14.9%	18.4%
<b>Culturally and linguistically diverse (CALD) children</b>					
No. of CALD children aged 0–5 years, attending funded licensed children's services in NSW	12,341	11,574	12,092	10,904	9,825
Total NSW CALD population aged 0–5 years*	113,318	113,318	113,318	113,318	113,318
% of CALD children aged 0–5 years in NSW accessing funded licensed children's services	10.9%	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: DoCS Information and Reporting. ABS ERP NSW, ABS Census.

\* Table not yet finalised for 2006 Census.

## Policy development

The Council of Australian Governments (COAG) has agreed to a productivity agenda framework for reform of education, including early childhood education and care. For early childhood the agreed first priority is 'investing in early childhood education through universal access to early learning for all four year olds, and increasing the quality and availability of childcare'.

DoCS is working closely with the Department of Premier and Cabinet, NSW Treasury, and the Department of Education and Training to reflect NSW priorities in the work being done through COAG. Improvements in accessibility and quality of early childhood services, improved educational frameworks and workforce supply, and more robust and comparable performance data, have the potential to contribute to better outcomes for children in NSW.

DoCS is committed to improving the quality of children's services for children of all ages. This commitment includes ensuring service providers meet staffing and regulatory requirements and that these standards are evidence-based and contribute to creating quality services that keep children safe and promote their development.

There has been ongoing industry and community interest in staff-to-child ratios and the feasibility of moving to a ratio of one adult for every four children under two years of age. The current ratios require one adult for every five children under two.

In late 2007, DoCS commissioned an independent examination of the economic impacts of implementing a staff-to-child ratio of 1:4 for children under two. This report is with the NSW Government for consideration of an appropriate policy response.

## Research

The *Child care choices longitudinal extension study* – undertaken by Macquarie University – is in the seventh wave of data collection. An initial sample of more than 600 families with children under the age of four years has been followed up every year since 2002. It is investigating the relationship between children's child care experience and their cognitive, language, social and emotional development.

The study has focused on the transition year before children start school and the first year of school to study the influence of child care experiences on school adjustment and achievement. A report on this aspect of the project is being prepared for the end of 2008.

A related project, *Child care choices of Indigenous families*, is in the final stages of data collection. This study involved yarning sessions with 100 Indigenous families in urban, regional and remote areas of NSW. Analysis of transcripts of yarning sessions is underway in preparation for the final report to DoCS in mid-2009.

The report *Determinants of quality in childcare: a review of the research evidence*

by Dr Leone Huntsman is due to be published in September 2008.

It reviewed research relating to quality factors in child care.



### Mudgee kids get boost for local preschool

Families in Mudgee benefited in 2008 from an injection of funding for the Mudgee Preschool. The Preschool and Investment Reform funding means the service can offer reduced fees and will be extending its hours in 2009.

Director at Mudgee Preschool, Liz Romalis said families with incomes over \$65,000 will pay a maximum of \$23 per day and those on low incomes only \$14.50 per day.

"Fees can be further reduced by paying term fees in advance and applying for a refund through the

Family Assistance Office," she said.

Operating at two sites in Mudgee and South Mudgee, the preschool has operated for more than 50 years and established a tradition for outstanding preschool education.

"We are keen to provide more affordable and quality programs to enhance children's intellectual and physical development and give every child the opportunity for a successful transition to school," Ms Romalis said.

Local families voted for extended hours to support work

commitments and school bus timetables following a survey. Ms Romalis said many families supported the idea of extended hours but agreed the service should remain a preschool and not become a long day care centre.

"The majority will continue with the 9-3 routine but from next year we will be able to accommodate eligible children from 8.15 am-4.15 pm."

The funding and extended hours also means new employment opportunities as the service will recruit two extra staff for 2009.



### Early intervention

#### Aim

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

#### Strategies

- Intervene as early as possible to strengthen families and provide access to high quality children's services 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 making children safer earlier
- Establish a robust evaluation framework and adapt the program to respond to what we learn as it is implemented

One of the major initiatives of DoCS five full-year reform agenda was the establishment of Brighter Futures, an early intervention program designed to build the resilience of families and children that are at risk. Without intervention, children who are reported to DoCS may be re-reported.

As part of this program, \$150 million over five years has been allocated to non-government organisations to provide new targeted early intervention options. These services aim to prevent families and children from becoming entrenched in the child protection system by providing early support to prevent their problems escalating.

The majority of the budget, some \$130 million, was advertised in 2005 to roll out Brighter Futures over a three-year period. Today, 14 lead agencies across NSW – with more than 440 local community partners – provide case management, home visiting, parenting programs and access to quality children's services to Brighter Futures families.

At 30 June 2008, there were 2,707 families participating in the Brighter Futures program. Of these, 612 Aboriginal families received Brighter Futures services from lead agencies across the state.

#### FAMILIES AND CHILDREN ENGAGED OR PARTICIPATING IN BRIGHTER FUTURES AT 30 JUNE 2008

	Families		Children	
	No.	%	No.	%
Indigenous	612	22.6	1,635	25.1
Non-Indigenous	2,095	77.4	4,880	74.9
<b>Total</b>	<b>2,707</b>	<b>100.0</b>	<b>6,515</b>	<b>100.0</b>

Source: DoCS Information and Reporting.

Brighter Futures provides services to families with children aged 0–8 years, with priority access to families with children aged 0–3 years (including prenatal). The program is a partnership between DoCS and non-government agencies offering intensive support to address the wide range of factors that can contribute to poor outcomes for children and young people.

Parents talk with an early intervention worker about what is working well for their family and what is not. Together with the worker, parents then plan for the services that would best support their family including home visiting and access to child care. These services help prevent problems from escalating and parents are encouraged to participate in decisions about the types of services provided to them.

Families with at least one child under the age of nine or who are expecting a child are eligible to participate in the program if they are experiencing problems with:

- parental drug or alcohol misuse
- parental mental health issues
- domestic violence
- lack of extended family or social supports
- child behaviour management issues
- a parent with an intellectual disability or significant learning difficulties
- lack of parenting skills or inadequate supervision.

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

- \$39.8 million in renewable funding to the 14 lead agencies with over 440 community partners
- provision for more than 2,700 families to receive case management from lead agencies across NSW, including more than 630 places for Indigenous families and 310 places for families from culturally and linguistically diverse backgrounds
- provision for more than 4,300 children to receive two days per week in quality children's services
- provision for more than 6,000 parenting program places for families participating in the program.

In 2007/08, DoCS caseworkers had access to \$2.7 million in brokerage funds to provide additional services for families and almost \$880,000 in Family Initiative funding for urgent one-off material needs or to buy short-term supports or services.

In 2008/09, DoCS caseworkers will have access to \$3.7 million in brokerage funds.

In 2008, 63 community services centres had established operational Brighter Futures teams and, combined with lead agencies (non-government organisations), are together providing full coverage across NSW.

More than 100 caseworkers and 42 managers casework completed training in the Parents as Teachers (PAT) Born to Learn early intervention home visiting program during 2007/08. The PAT program provides a detailed and structured home visiting service for

families expecting a child and/or who have children aged under three years.

PAT delivers evidence-based information, support and encouragement to parents, to help their children develop optimally during the crucial early years of life. All DoCS early intervention caseworkers are expected to complete PAT training by 2010.

## Working in partnership

Families participating in the Brighter Futures program have access to the full range of services and supports through one entry point, either the DoCS early intervention team or one of the lead agencies delivering the program. This central coordination promotes efficient and consistent service provision and reduces complexity for families.

The DoCS Connect portal was established in 2007/08 and is fully operational for all 34 Brighter Futures non-government organisations contracted to provide Brighter Futures services. The portal allows workers to submit data electronically to DoCS, which streamlines referral, reporting and data collection procedures for both lead agencies and DoCS.

During the year, DoCS hosted two seminars for our Brighter Futures staff and lead agencies. This was an opportunity for program information and issues to be discussed among representatives of the program service sector.

DoCS and NSW Health formed a service partnership to expand NSW Health's Aboriginal Maternal and Infant Health Strategy (AMIHS) and link it with Brighter Futures. AMIHS workers will be recognised as 'preferred referrers' to the program. They can offer eligible Aboriginal families with a newborn priority entry to Brighter Futures and directly refer them to the local DoCS early intervention caseworker.

To ensure the service system is effective and collaborative, consultations were held with AMIHS workers and DoCS Aboriginal staff. A number of combined orientation meetings have also taken place during the year between DoCS Brighter Futures and AMIHS workers, with further meetings scheduled.

## Caseworker recruitment

All families participating in Brighter Futures have a caseworker who matches family members with appropriate supports and services, and provides parenting and child development advice. These supports help reduce the likelihood of families becoming the subject of more formal child protection measures.

One hundred early intervention caseworker positions were created during the year to finalise the full allocation of 350 positions. A total of 272 positions were filled as at 30 June 2008. All of these staff were fully trained in providing early intervention services before taking on casework with families.

### Evaluating Brighter Futures

Brighter Futures 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 is focused on continual improvement. It includes 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.

Indicative unit costs were developed as part of a wider costing project during the year and contribute to this evaluation analysis.

The design stage of a new study – Intensive Outcomes Study of the Brighter Futures Program – has been completed. The Social Policy Research Centre is conducting the study as part of the program's evaluation. It aims to examine the extent to which child development, parenting skills and family functioning have improved or strengthened and why, sampling up to 120 participating Brighter Futures families.

Internal monitoring and review processes, such as the operational consistency review and the case plan audit, have informed the program's development. It has also helped the development of new resources such as the family action plan, new practice resources, Aboriginal engagement resources and the incorporation of the Parents as Teachers Born to Learn home visiting program into Brighter Futures.

During the year, a literature review exploring early intervention strategies for 8–14 year olds was completed and will inform decision-making about the potential options for extending early intervention services to this age group. Research to practice notes on trends in early intervention and prevention were also produced.

### Policy development

Updated editions of the *Brighter Futures caseworker manual* and the *Brighter Futures service provision guidelines* were published during the year. They provide the latest guidance and procedures for the Brighter Futures program.

The caseworker manual is for DoCS staff and is accessible via the Department's intranet, while the service provision guidelines are for lead agencies and their partners and are available on DoCS website. These revised materials reflect continuous review and improvement. They introduce a range of updated information and developments to the program including:

- Aboriginal Maternal and Infant Health Strategy
- My First Health Record (or the Blue Book)
- iHelp and the DoCS Connect portal
- strengthening and supporting practice for working with Aboriginal and Torres Strait Islander children and families – including an updated definition of family
- practice resources and vulnerability guidelines
- family survey.

NSW Health's My First Health Record has been incorporated as a key element of casework and caseworkers attended training on content and use of the book.

During the year, DoCS developed several resources to support communication about the program to families, including:

- *Information for parents* (print and online in 12 languages)
- *Being a parent can be tough* (print and online in 12 languages)
- *Brighter Futures for Aboriginal families* (print and online)
- Brighter Futures gift packs for NAIDOC Week 2008 (2,000 packs distributed to Brighter Futures teams for Aboriginal families).

To support service providers and caseworkers delivering Brighter Futures, evidence-based practice information was made available covering the following vulnerabilities:

- drug and alcohol
- parental intellectual disability/learning difficulties
- domestic and family violence
- parental mental health
- child behaviour management.

Several resources were republished or created to support caseworkers working with Aboriginal families and communities. They include Aboriginal parenting books (Hunter and Illawarra) and the *Brighter Futures: Working with Aboriginal Children, Families and Communities* power point presentation.

### Giving Belinda\* and Jack\* a brighter future

*As a child, Belinda was reported to DoCS several times because of physical abuse by her mother.*

By the time she was 19, Belinda had a baby of her own. Not long after Jack's birth, reports were received about domestic violence by Jack's father Tom – one involving serious physical assault of Belinda.

After several months of violence, Belinda and her son moved to live with her mother in Sydney's west. She and Tom separated.

When Jack was three, DoCS Helpline received a report about domestic violence between Belinda and her mother in the presence of a distressed Jack. Following this incident Belinda and Jack rented a flat in the area.

As a result of this report the family was offered the opportunity to enter the Brighter Futures early intervention program – a local DoCS caseworker contacted Belinda.

The caseworker visited the home and discussed the report, outlining what the program could offer. Belinda agreed she would like to participate and a family strengths and needs assessment was done to find out the family's strengths and assess what Belinda wanted to achieve.

The family had a history of domestic violence that to some extent was still being played out whenever there was contact between the parents.

Other difficulties included child behaviour management and parental mental health issues.

Belinda was providing adequate housing, food and clothing to meet Jack's daily needs. She had a positive and caring relationship with her son; however, she had a number of problems and needed help to deal with these.

Jack had been having hearing problems since birth. His physical, cognitive and language skills were markedly lower than expected for his age. He was unable to focus for any length of time and became aggressive towards others when upset or not getting his own way.

Belinda was struggling with anxiety and depression for which she was taking medication. She also had social phobias, no real social network and low self-esteem.

Belinda wanted to be better able to discipline Jack, manage her depression without drugs, complete her TAFE course, find work and learn to drive. She asked for support with developing discipline strategies and providing consistency for Jack.

The caseworker gave the family coordinated access to a number of services and supports, including emotional and practical support. Financial support enabled Jack to attend preschool five days a week. He started to

attend speech therapy and his preschool looked at ways to improve his cognitive, language and physical development and prepare him for school.

Belinda was referred to a community mental health medical practitioner for support in managing her mental health issues and to a parenting program to strengthen her parenting skills. Her caseworker spent time discussing how to use routines and behaviour management strategies at home and gave practical support as needed.

Some 18 months later, the family is still in Brighter Futures. There are noticeable improvements in Jack's development and his speech. He has settled into preschool and teaching staff have observed positive changes in the way he interacts with others.

Belinda completed a six-week parenting program and feels much more confident in managing Jack's more difficult behaviours. She now works part-time and has her drivers' licence and a car. She still needs ongoing support for depression.

Belinda is committed to improving her and Jack's life – setting new goals while participating in the Brighter Futures program. Getting the support they need, each day seems a bit brighter for Belinda and Jack.

\* All names changed.

# Keeping Children Safe

## STATUTORY CHILD PROTECTION

DoCS has a statutory responsibility to respond 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 more than 300,000 reports received in 2007/08.

DoCS aims 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 the programs outlined in the earlier chapters of this report.



### Highlights in 2007/08:

- Assessed more than 300,000 risk of harm reports
- Referred more than 3,000 risk of harm reports to Joint Investigation Response Teams across NSW
- Improved Joint Investigation Response Team's performance through new procedures and governance arrangements
- Introduced a specialist 'health queue' at DoCS Helpline to better respond to calls from health professionals
- Provided services from an Aboriginal Intensive Family Based Service to 176 children
- Created more than 100 new child protection caseworker positions
- Trialled a new online system of eReporting with 41 public schools
- Introduced new *Intake assessment guidelines* to outline priorities for child protection work and provide the framework for allocating cases
- Developed the NSW interagency plan to tackle child sexual assault in Aboriginal communities
- Began statewide implementation of parent responsibility contracts
- Began six-month trial on responding to prenatal reports
- Published the *Caseworker policy manual – child protection and out-of-home care*
- Began a trial of drug testing of parents in four community services centres



## Statutory child protection

### Aim

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

### Strategies

- 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

Child protection reports to DoCS continue to increase (303,121 in 2007/08). 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.

As a result of this continuing and rapid rise of reported child abuse and neglect, and to ensure DoCS response to it is as timely and effective as possible, a number of important reforms and reviews are currently underway.

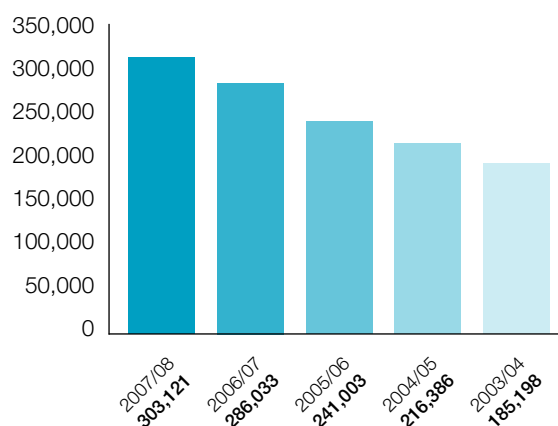
Planning began during the previous reporting year for a major review of the NSW child protection system. The aim of this review was to increase the efficiency with which reports are handled and improve the effectiveness of our interventions for children, young people and families.

In November 2007, Minister for Community Services, Kevin Greene announced a Special Commission of Inquiry into Child Protection Services in NSW.

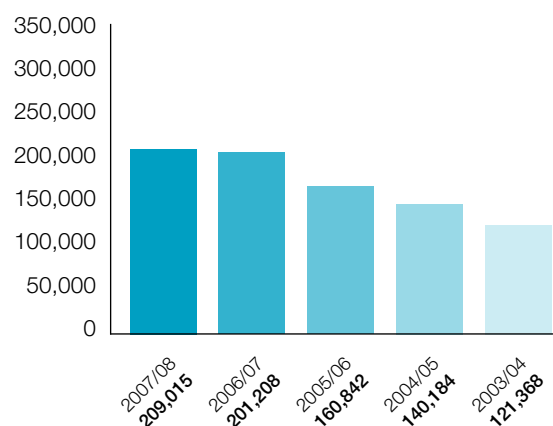
Led by Commissioner Justice James Wood, the Inquiry held its first public hearing on 17 December 2007. The Inquiry visited regional and metropolitan areas throughout February, March and April 2008. Forums were held on a range of issues including mandatory reporting, the role of courts and the out-of-home care system. Interested members of the public were encouraged to attend, make submissions and ask questions.

The Inquiry has visited DoCS community services centres in rural and regional centres and heard the views, opinions and experiences of both staff and clients. It is due to report its findings in late 2008.

### NUMBER OF CHILD PROTECTION REPORTS



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



Source: DoCS Information and Reporting.

### CHILDREN AND YOUNG PEOPLE SUBJECT OF A REPORT

	2007/08	2006/07	2005/06	2004/05	2003/04
Rate per 1,000 of children and young people who were subject of a report	81.0	78.8	68.8	64.1	59.2
Rate per 1,000 of children and young people who were subject of a report requiring further assessment	65.7	65.1	54.8	50.1	46.2

Source: DoCS Information and Reporting, ABS ERP NSW, ABS Census.

#### Intake and assessment

DoCS Helpline is the State's centralised intake system. Professional staff provide an initial point of contact for enquiries, reports and requests for assistance from those concerned about the safety, welfare and wellbeing of a child or young person.

When DoCS receives a risk of harm 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 applying the criteria 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).

Approximately 70 per cent of risk of harm reports are referred to a community services centre or Joint Investigation Response Team (JIRT) for further assessment. JIRTs include 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 new *Intake assessment guidelines*, introduced on 30 June 2008, outlines priorities for child protection work and provides the framework for allocating cases.

Any member of the public or mandatory reporters can make reports to the DoCS Helpline. Mandatory reporters include police, teachers, doctors and other professionals, who deliver health, education and other

services to children. They are required to report if they have reasonable grounds to suspect that a child is at risk of harm.

The primary mandatory reporting groups are NSW Police, NSW Health and staff of the NSW Department of Education and Training. In 2007/08, NSW Police made around one third of all reports to the DoCS Helpline, which is consistent with recent years.

To better respond to calls from health professionals, a dedicated 'health queue', answered by staff with specific health knowledge and experience, was established in November 2007.

In February 2008, a trial of online reporting, known as Helpline eReporting, began with 41 NSW public schools. This allows school principals to make secure online reports about non-urgent matters. As at 30 June 2008, 153 reports were made using this system. After an evaluation in June 2008, eReporting is being extended to other mandatory reporting groups.



## Helpline eReporting

Helpline eReporting is a new online system for making child protection reports to DoCS that is currently being trialled.

Helpline eReporting allows mandatory reporters to make non-urgent reports quickly and conveniently.

eReports are made via a secure website, DoCS Connect. eReports are delivered automatically to the DoCS Helpline for assessment. Helpline eReporting provides an additional option to the existing ways of making reports to the DoCS Helpline, such as phone and fax.

Information that eReporters enter and submit to the Helpline is delivered directly and securely into KiDS. This will reduce the amount of data input allowing caseworkers to focus on assessment rather than data entry and help ease the peak-time telephone load on the Helpline.

The Helpline receives the bulk of Australia's child protection reports, handling 152,037 calls during 2007/08. These calls are answered in an average of two minutes and 56 seconds, an improvement on the average waiting time of two minutes and 59 seconds in 2006/07. The Helpline is required to answer calls in an average of three minutes.

During 2007/08, DoCS tendered for an upgrade of the Helpline's core technology. This will improve the experience for callers and also the quality of data collection and the Helpline's accountability for handling calls. The new technology platform should be working in 2009.

DoCS After Hours Crisis Response Team undertakes call-outs in metropolitan Sydney and handles 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 July 2007 and 30 June 2008, the After Hours Crisis Response Team dealt with 4,780 after-hours matters.



### Joint Investigation Response Teams

Joint Investigation Response Teams (JIRTs) investigate a report of child abuse that may be a criminal offence.

JIRTs consist of professionals from three departments – DoCS, NSW Police and NSW Health. DoCS ensures 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.

More than 3,000 risk of harm reports were referred to JIRTs across NSW during 2007/08. Sixty per cent of these were in metropolitan areas and 40 per cent in regional/rural areas.

Following a review of JIRT systems, policies and processes in 2006, a range of improvements are underway. These include the establishment of a JIRT referral unit as the sole entry point into the program in NSW. A six-month trial of the new unit will begin in September 2008. The unit includes senior decision-makers and representatives from the three JIRT agencies.

The unit will receive referrals via the Helpline and community services centres. It will review, analyse and share known interagency information and, where necessary, gather additional information to inform decision-making. This will ensure consistency and allow local units to focus on providing high quality intervention.

Other achievements in 2007/08 include:

- an agreement at the Statewide Management Group on parameters for data sourced from the Police JIRT Database. This data helps monitor and respond to statewide trends as well as manage local operations
- a comprehensive review commissioned of JIRT training in March 2008. DoCS will lead the development of a comprehensive JIRT Training Service Agreement in early 2009
- the development of JIRT engagement guidelines for use with Aboriginal communities. The Wollongong JIRT is testing the guidelines in Nowra before statewide implementation in 2008/09.

More than 180 staff attended a JIRT conference in October 2007 to hear how recommendations from the JIRT review had driven changes to practice, with numerous projects aimed at improving outcomes for children.



## NUMBER OF JIRT REFERRALS ACCEPTED 2007/08

	Number of referrals accepted
<b>Metro JIRTs</b>	
Bankstown	152
Chatswood	96
Kogarah	110
Liverpool	206
Newcastle	406
Parramatta	203
Penrith	235
Tamworth	186
The Entrance	217
Wollongong	128
<b>Sub-total Metro</b>	<b>1,939</b>
<b>Rural JIRTs</b>	
Albury	91
Bathurst	148
Broken Hill	58
Dubbo	149
Griffith	60
Parkes	16
Wagga Wagga	111
<b>Sub-total Western</b>	<b>633</b>
Ballina	146
Coffs Harbour	109
Inverell	92
Port Macquarie	117
<b>Sub-total Northern</b>	<b>464</b>
Queanbeyan	144
<b>Sub-total Southern</b>	<b>144</b>
<b>Sub-total Rural</b>	<b>1,241</b>
<b>TOTAL</b>	<b>3,180</b>

Source: JIRT Database (owned by NSW Police).



### 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 community services centre in NSW.

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
- new or refurbished accommodation.

The following 22 community services centres were involved in the roll-out of ESD in 2007/08: Cessnock, Charlestown, Muswellbrook, Raymond Terrace, Katoomba, Liverpool, Ballina, Kempsey, Tamworth, Lismore, Wollongong, Bourke, Brewarrina, Cootamundra, Leeton, Coonabarabran, Cowra, Mudgee, Walgett, Cobar, Tumut and Dubbo.

### Improving policy and procedures

#### Casework

The *Caseworker policy manual – child protection and out-of-home care* was published in March 2008. It provides a framework to guide caseworkers and managers in the NSW child protection and out-of-home care systems.

The manual brings together all existing and endorsed DoCS child protection and out-of-home care policies and outlines the legislative context in which DoCS works. All policy information is now located in the one manual, improving accessibility of information and relevance of policies for day-to-day casework.

#### Drug use

The trial of a new policy on drug testing of parents began in four community services centres between April 2007 and April 2008. Drug testing is crucial in situations where removal of a child is being considered, or where drug use has already been a factor in the decision to remove a child and evidence is needed to determine whether the child can be safely restored to their parent's care.

The policy demands abstinence from all drugs, except prescribed opioid treatments, when restoration is being considered. Analysis of the evaluation report will inform whether the policy is implemented statewide.

#### Prenatal reports

DoCS Responding to Prenatal Reports policy aims to increase collaboration between our caseworkers and NSW Health. This gives better support to at-risk pregnant women and reduces the likelihood that their children will need a child protection response.

The six-month policy trial began in June 2008. Trial sites are DoCS Helpline, together with Wollongong, Shellharbour and Coffs Harbour community services centres. NSW Health hospitals and health services and the Figtree Private Hospital are also participating. As the policy was developed in close collaboration with NSW Health, a joint evaluation will be done in 2009.

DoCS and NSW Health agreed in late 2007 to jointly fund the implementation of the NSW Aboriginal Maternal and Infant Health Strategy (AMIHS) as a statewide program.

Aimed at improving the health of Aboriginal mothers and their newborn babies, the strategy provides easily accessible, culturally-appropriate maternity care programs. Since its introduction in 2000, the AMIHS has achieved remarkably successful outcomes for participants. These include halving the rate of premature birth and perinatal mortality, improving the incidence of breastfeeding and increasing access to antenatal care early in pregnancy.

Under the agreement, DoCS is contributing an additional \$4.4 million over two years to assist NSW

Health to expand the program to 31 services across eight area health services. This is in addition to \$4.4 million NSW Health is contributing to the project, building on existing AMIHS funding. A longitudinal study of AMIHS families, funded by NSW Health, will be conducted.

The agreement also provides an important link between AMIHS and the Brighter Futures program, enabling families to access support after the birth of their baby and into early childhood.

### **Parent responsibility contracts**

Parent responsibility contracts are agreements between DoCS and one or more primary care givers aimed at improving their parenting skills and encouraging them to accept greater responsibility for a child or young person.

Following a trial of parent responsibility contracts in eight community services centres (Campbelltown, Penrith, Central and Eastern Sydney, Port Macquarie, Batemans Bay, Ingleburn and Mount Druitt), statewide implementation began in March 2008.

All operational staff completed training on procedures for developing, varying, terminating and breaching parent responsibility contracts in April 2008.

### **Intensive support for families**

More than 175 children participated in services or received support from an Aboriginal Intensive Family Based Service (IFBS) during the year.

IFBSs provide an intensive, time-limited, home-based program for Aboriginal families (including extended family). They are used with families 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. IFBS 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, Redfern and Mt Druitt. A new IFBS should be established in Hunter/Central Coast in 2008/09.

IFBS has a unique position within the Department's service system. While it targets families at the 'high risk' or acute end of the service continuum, it also employs the strengths-based approach of early intervention programs.

An evaluation of the IFBS program was finalised in December 2007 and found it delivers positive and tangible outcomes for Aboriginal children and their families. The program reduced the number of child protection reports at three, six and 12 months after intervention for children and young people who had not had an out-of-home care placement in the relevant period before or after intervention.

Participating families also gave positive views about the program, saying that it is improving community confidence in DoCS. Many families commented favourably about IFBS compared to past experiences with child protection services, stating that they did not feel judged or threatened.

An economic evaluation showed that benefits generated from the IFBS program, such as reduced re-reports and numbers of children in care placements, outweighed the costs, providing value for money to the community.

### **Interjurisdictional issues**

The Interstate Liaison Unit supports and helps DoCS staff when other states, territories and New Zealand ask for assistance with children in DoCS care or subject to DoCS intervention. In 2007/08, there was a 32 per cent increase in the number of requests received.

Training was finalised for all managers client services and changes in practice and legislation were successfully incorporated into DoCS client database, KiDS.

An agreement for dealing with child protection alerts across Australia and New Zealand was endorsed by the Community Services and Disabilities Ministers' Advisory Council, after a highly successful trial period.

Casework practice guidelines for interstate requests and transfers of child protection orders and proceedings, which were developed in 2006/07, have been reviewed and updated. DoCS has again taken on responsibility for the Refugee Minors Program and developed effective working partnerships with departments in other jurisdictions.

### **Improving court processes**

Project Magellan is a partnership between the Family Court of Australia and DoCS. It allows coordination of information where allegations of serious physical or sexual abuse are raised during Family Court proceedings.

In November 2007, a review found that due to its success, Project Magellan should be implemented statewide. The project should be expanded to the DoCS Metro West region during 2008 and to the non-metropolitan regions in 2009.

DoCS is also working in partnership with the NSW Attorney General's Department to better meet the needs of Aboriginal families in the NSW Children's Court. The Care Circle pilot project aims to encourage more culturally-appropriate decision-making and care plans for Aboriginal children and young people. It does this through increased participation of Indigenous families and communities in Children's Court processes. The Care Circle pilot will be trialled in Nowra Children's Court in late 2008.

Care circles may help DoCS provide a culturally-appropriate alternative to Children's Court proceedings, particularly in determining placement options, contact arrangements and services and/or supports for Indigenous families. The pilot is part of DoCS commitment to the principle that Aboriginal and Torres Strait Islander people should play a participatory role in protecting their children and young people.

### Interagency collaboration

In response to the NSW Ombudsman's *Reviewable deaths annual report 2004*, DoCS, together with the Child Protection Senior Officers Group is evaluating the *NSW interagency guidelines for child protection intervention 2006*. The guidelines inform interagency practice in child protection. The evaluation looks at the extent to which agencies incorporate its messages into their child protection work, together with take-up and effectiveness of the guidelines.

A draft interim report, issued in June 2008, provides the first sector-wide analysis of survey results. It involved 6,235 staff from 12 agencies represented on the Child Protection Senior Officers Group and 982 randomly selected DoCS-funded non-government organisations.

The final report is due to be submitted in late 2008, and will inform further changes to the guidelines and other interagency practice.

Following the trial of an information-sharing protocol (on people participating in opioid treatment – methadone or buprenorphine) between DoCS and NSW Health in 2006, it was implemented statewide in July 2007.

The protocol was developed in response to accidental child deaths from methadone. Tools and resources to help caseworkers access information via the protocol are available on the DoCS DrugNet intranet site. Community education resources for caseworkers were developed in late 2007.

The Aboriginal Child Sexual Assault Taskforce report, the *NSW interagency plan to tackle child sexual assault in Aboriginal communities* (NSW interagency plan) was developed. The plan details actions that a variety of government agencies need to undertake to address concerns. Some actions in the NSW interagency plan intentionally duplicate the JIRT review, as proposed directions will improve JIRT services to Aboriginal children who have been sexually assaulted.

# Supporting Children in Care

## OUT-OF-HOME CARE

Some children cannot live with their families because of abuse or neglect, or because 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.

During the past five years the number of children and young people in out-of-home care has increased by nearly 60 per cent, from 9,273 in 2002 to 14,667 in 2008. Indigenous children continue to be over represented in out-of-home care.

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



### Highlights in 2007/08:

- Supported 14,667 children and young people in out-of-home care as at 30 June 2008
- Shortlisted 42 new and existing agencies to provide out-of-home care services across NSW
- Created an additional 75 out-of-home care caseworker positions, bringing the total number created to 300 since 2002
- Recruited 320 new foster carers
- Developed cultural support planning policy and tools for Aboriginal children in out-of-home care
- Established a new out-of-home care adoption team and facilitated the adoption of 22 children by their foster or relative carers
- Introduced permanency planning to 42 community services centres, with 467 children part of the project at June 2008
- Invested \$34.5 million in the High Needs Kids program
- Funded an additional 20 non-government organisation placements for high needs kids with a disability, six placements for kids who have high needs and six placements for young people with sexually abusive behaviours
- Provided \$3 million to support young people who had left care and for specialist aftercare services, including services for Aboriginal young people
- Provided a funding boost of \$70,000 over two years for the Care Leavers Australia Network, a peak advocacy group, to support its valuable work with people who were in care.

## Children and young people in permanent placements

### Aim

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

### Strategies

- 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

There were 14,667 children and young people in out-of-home care as at 30 June 2008 – an increase of 15.4 per cent since 30 June 2007.

DoCS is responsible for arranging out-of-home care placements. Services and support are provided to children and young people, their carers and families by DoCS and contracted non-government organisations and other government agencies.

These services include:

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

Most children in care need either relative or 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.





## CHILDREN AND YOUNG PEOPLE IN OUT-OF-HOME CARE AS AT 30 JUNE EACH YEAR

Year	No. of children	Rate per 1,000 of children and young people
2008	14,667	9.1
2007	12,712	8.1
2006	10,623	6.7
2005	10,041	6.3
2004	10,337	6.5

## ANNUAL ACTUAL EXPENDITURE PER CHILD IN OUT-OF-HOME CARE

	2007/08	2006/07	2005/06	2004/05
Annual actual expenditure (\$'000)*	463,890	364,688	295,938	291,845
Cost per child in out-of-home care at 30 June (\$)	31,628	28,688	27,858	29,065

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

Source: DoCS Information and Reporting.

### Expansion and quality of placement options and services

The range of out-of-home care placement and service options has been expanded following a call for expressions of interest for out-of-home care services in April 2007. More than \$600 million was advertised over five years to improve out-of-home care services, mainly in the non-government sector.

This funding roll-out will establish all placement and support services under a performance-based contracting framework requiring agencies to report on outcomes for children.

In February 2008, after an assessment and review process, 42 new and existing agencies were shortlisted to provide out-of-home care services across the state. The funding allows for an integrated service system, designed to meet children's needs as they grow and develop.

This system overhaul will give organisations greater certainty through five-year funding agreements, providing a reliable income source so they can plan ahead to meet the changing needs of children in care.

It will also help to expand the capacity of services and improve assessment of children's needs when they enter care, as well as expand support services for children and young people in care.

DoCS priority is to increase the number of funded placements and improve the stability and capacity of the sector to provide services to children in care.

The Association of Childrens Welfare Agencies (ACWA) has been a key partner in the out-of-home care funding roll-out. DoCS meets regularly with ACWA to discuss policy and funding directions.

Likewise, DoCS continues to work closely with the Aboriginal Child, Family and Community Care State Secretariat (AbSec) in building a stronger Aboriginal out-of-home care service system. Quarterly meetings are held between AbSec members and DoCS. AbSec provides regular advice about the impact of policy and reforms on Aboriginal services and communities.

### Policy and service models

A new caseworker policy manual was developed for DoCS caseworkers during the year. It brings together child protection and out-of-home care policies and outlines the legislative context in which DoCS works.

A respite care policy was also created to clarify how respite care is provided to children, young people, families and carers in the out-of-home care, early intervention and child protection programs.

In out-of-home care, respite is a key strategy in promoting placement stability and encouraging the retention of foster carers. Respite in the early intervention program can be an effective strategy to lessen the risk of emerging child protection concerns and avoid an entry into out-of-home care.

A guidance note to assist caseworkers in arranging contact between children and young people in out-of-home care, their parents, siblings and extended family was developed in 2008, based on research that points to the importance of maintaining these links.

It outlines general principles for contact and provides guidance on recommended frequency of contact; when contact should be supervised and by whom; and when contact may not be in the best interests of a child or young person. The guidance note will be trialled as part of the Department's permanency planning project (see page 60).

In 2008, DoCS developed draft out-of-home care service provision guidelines for organisations which provide foster care, intensive foster care, residential care and family preservation services. The guidelines inform services about the core policy and operational framework for delivering out-of-home care and family preservation services.

Topics covered include entering care, case management, program monitoring, reporting and evaluation. Guidance is also included on service referrals, vacancy management, case management transfer and exchange of information between agencies.

DoCS Behaviour Management Policy describes our position on identifying and managing any difficult or challenging behaviours of children and young people in care. This policy is now available to DoCS staff online. It focuses on positive parenting practices and preventing the triggers for challenging behaviours.

The related Casework Practice procedure defines practices in managing children's behaviour, consistent with the policy. The procedure provides a framework for assessing, developing, monitoring and reviewing a behaviour management strategy and plan in a case planning context.

## More skilled workers for an expanded care system

As the out-of-home care service system grows, there will be ongoing demand for skilled staff.

In 2007/08, an additional 75 out-of-home care caseworker positions were created, bringing to 300 the total number created since 2002, with ongoing recruitment to fill these positions.

## Effective planning, review and legislative reform

DoCS provided advice to the Minister for Community Services on the development of nationally consistent surrogacy laws, led by the Commonwealth/State Standing Committee of Attorneys General.

The committee consults with the Minister through the NSW Attorney-General and at a national level through the Community and Disability Services Ministers' Conference.

DoCS advice will help to develop a legislative framework for surrogacy arrangements in NSW that is consistent nationwide and protects the interests of the child.

The Department considered public submissions and advice from the Ministerial Advisory Committee (MAC), after the review of the *Children and Young Persons (Care and Protection) Act 1998* and the release of a discussion paper canvassing options for legislative reform.

The proposals for legislative change will be further informed by the Special Commission of Inquiry into Child Protection Services in NSW. The Inquiry is reviewing the child protection system to determine the changes needed to manage future levels of demand.

DoCS work has also focused on supporting proposed legislative reforms to the *Adoption Act 2000*.

The Department undertook a statutory review of the Act in 2006. A number of issues arising from the review were referred to the MAC for further consideration. The committee reported to the Minister in late 2007.

Following the Minister's approval, the MAC's suggested amendments were then opened up for broader consultation with a range of agencies and individuals. Consultation covered topics like improved streamlining of intercountry adoptive processes, eligibility criteria for adoptive parents, adoption information and involvement of Aboriginal agencies in the adoption of Aboriginal children.

## Accreditation and quality improvement

DoCS is participating in the Accreditation and Quality Improvement Program (AQIP) of the NSW Office of Children – the 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 the Department's services to improve outcomes for children and young people.

In 2007/08, DoCS completed its annual progress report. Accreditation requires practice improvements in out-of-home care standards through annual progress reports and participation in case file audits. Full accreditation is to be achieved by July 2013.

The development of a three-year quality improvement plan for out-of-home care will meet DoCS responsibility for providing good quality care to children and young people. The plan enhances carer recruitment and support, improves case planning, and develops and refines resources to support children and young people, carers and staff.

This is supported by a number of major projects including the roll-out of policy enhancements in permanency planning, behaviour management and the case management framework.

DoCS Accreditation and Quality Improvement Program team worked 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.

During the year, the current procedures for authorisation of carers, including probity checks, were reviewed and improvements implemented.

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

Recruiting and retaining foster carers remains a priority for DoCS and non-government organisations delivering out-of-home care services. In 2007/08, DoCS recruited, assessed, trained and authorised 320 new foster carers.

In 2007/08, DoCS invited expressions of interest to provide support to foster carers. Karitane, in partnership with the Foster Parents Support Network, were appointed to provide structured training, telephone support and information on DoCS policies and systems. The service – known as Connecting Carers NSW – will help address carer issues and increase retention rates.

Foster care advisory groups in all regions continue to give foster carers and DoCS staff the opportunity to discuss local issues and help strengthen supports and partnerships.

In June 2008, DoCS held a Supporting Carers workshop. It was an opportunity to gather information on the effectiveness of both the regional advisory groups and the partnership agreement, which aims to improve the relationship between DoCS and foster carers. This information will inform a review of the regional advisory groups and the agreement in 2008/09.

In 2008, DoCS began developing a range of new resources to better support carers in their important role and encourage people to become a carer. These included:

- fact sheets explaining case meetings, health and educational needs, life story work, and the

importance of sporting and leisure activities for children and young people in care

- resources to help carers respond to questions that children or young people may have about the Charter of Rights: translated into seven community languages.

The *Our Carers for Our Kids* training package for Aboriginal carers – initially trialled in the Sydney metropolitan area – is now widely used across NSW by DoCS and non-government organisations.

The Muslim Foster Care program continues to work across the metropolitan regions to recruit and support carers to provide culturally-appropriate placements for children entering out-of-home care.

A multicultural foster carer recruitment strategy was developed to support an increase in the availability of appropriate cultural, religious and linguistic foster care for migrant and refugee children and young people. Carer recruitment resources were also produced in six community languages.

The strategy works by first employing a DoCS worker from the relevant ethnic group, who then uses their own connections with their community and contacts ethnic media to stimulate interest in people becoming a foster carer. These workers then train, support and assess the foster carers recruited.

A strategy to recruit Vietnamese and Sudanese foster carers is being developed to address the increasing numbers of children and young people from these communities entering care.

### Allowances and contingencies for foster carers

A restructure of allowances and contingencies to better support children and young people in care was completed with annual indexation applied to carer allowances from July 2007. The indexation rate for care allowances from July 2008 is 2.5 per cent.



## NSW OUT-OF-HOME CARER PAYMENT RATES FOR 2007/2008

Allowance	Age groups	2007/08	2006/07	Rates prior to July 2006
<b>Care</b>	0–4	\$385	\$374	\$364
	5–13	\$432	\$374	\$364
	14–17	\$580	\$374	\$364
<b>Care + 1</b>	0–4	\$577	\$546	\$546
	5–13	\$648	\$546	\$546
	14–17	\$762	\$741	\$724
<b>Care + 2</b>	0–4	\$855	\$741	\$721
	5–13	\$887	\$855	\$374
	14–17	\$1,148	\$741	\$721

**Aboriginal out-of-home care**

DoCS aims to place Aboriginal and Torres Strait Islander children in accordance with the Aboriginal Child Placement Principle. This principle states that Aboriginal and Torres Strait Islander children should be placed with their own extended family, or a family within the local or wider Indigenous community in order to maintain their culture.

More than 3,000 Aboriginal and Torres Strait Islander children were placed in line with this principle as at 30 June 2008.

DoCS is building capacity in the Aboriginal out-of-home care service system to respond to increased demand, as Aboriginal children continue to be over represented in both the out-of-home care and child protection systems.

This involves supporting Aboriginal organisations in the sustainable expansion of their services to increase the number of culturally-appropriate placements available to Aboriginal children in NSW.

The Department has secured \$26 million in funding over three years with seven Aboriginal agencies currently participating in this capacity-building initiative.

These are: Kari Aboriginal Inc, Biripi Aboriginal Corporation Medical Centre, Link-Up (NSW) Aboriginal Corporation, Burrun Dalai Aboriginal Corporation Inc, Hunter Aboriginal Children's Services, Ngunya Jarjum Aboriginal Child & Family Network Inc and South Coast Medical Services Aboriginal Corporation Inc.

Kari Aboriginal Inc in Sydney's south west, for example, will expand from providing 60 placements to 120 placements over a three-year period from November 2007.

The project aims to enhance annual funding by \$10 million to Aboriginal out-of-home care services in the third year of the project.

In 2007, DoCS developed a cultural support planning policy for Aboriginal children. This allows a systematic approach for the Department to gather cultural information on Aboriginal children and young people entering and leaving out-of-home care.

It is triggered when DoCS decides that an Aboriginal child needs long-term out-of-home care. This policy is being piloted in Lismore, Mt Druitt and Griffith community services centres from April 2008, with statewide implementation expected in late 2008.

DoCS is committed to improving the assessment, training and recruitment of Aboriginal foster carers. This will ensure, where possible, Aboriginal children are placed with Aboriginal carers and maintain links with their family, community, culture and heritage. The *Our Carers for Our Kids* training package for Aboriginal carers is now widely used across NSW by DoCS and non-government organisations.

DoCS is developing culturally-relevant Aboriginal carer recruitment resources to support recruitment of new carers from Aboriginal communities. These resources are being developed in consultation with an advisory group with representatives from DoCS Aboriginal staff and AbSec.

### My story: Aboriginal Life Story book

DoCS is developing an Aboriginal Life Story book for Aboriginal children and young people in out-of-home care.

The book will include various sections that they can complete, including information about who they are, their family, the places they have lived, school days, health, community and culture.

The aim is to help Aboriginal children and young people in care to become proud, strong individuals who are connected, accepted and belong to a unique Aboriginal culture. It will also improve carer's capacity to collect and maintain personal records for Aboriginal young people to help their transition to independent living.

The Aboriginal Life Story book will be launched statewide in 2009.





## Adoption and permanent care

Adoption or permanent care can give a child a sense of security and belonging to a family when they cannot remain with their birth or extended family.

DoCS is working to strengthen its permanent care and adoption services. In 2007/08, there were 22 adoptions of children by carers and 15 adoptions of children whose parents made an adoption decision and/or who have special needs.

DoCS adoption service delivery model aligns our adoption function with our core child protection work. We focus on providing adoption services to children and young people who cannot be restored to the care of their birth or extended families.

A new DoCS out-of-home care adoption team was established during the year, reflecting a focus on out-of-home care adoptions.

DoCS continued to provide adoption services within four key programs including:

- intercountry adoption
- local adoption and permanent care
- special needs adoption
- intrafamily and step-parent adoption.

Currently, foster care recruitment and the Intercountry Adoption program have separate training and assessment processes.

DoCS has redesigned training to prepare people for adoption plus give information about permanent foster care in the one seminar. This gives families the opportunity to learn about all the options available to them. A trial core training seminar will be conducted and reviewed in late 2008.

DoCS new out-of-home care adoption team will focus on projects to increase the number of adoptions of children in care through the development of procedures, tools and supports for regional staff. The aim is to increase the number of adoption orders for children in the target group in 2008/09 by 50 per cent over the previous year.

## Local adoptions

Under DoCS Local Adoption and Permanent Care program and Special Placements program, nine children were adopted during the year. Seventy birth parents were counselled on adoption and permanent care alternatives and 35 applicants approved and waiting placement of a child.

During the year, there were 10 step-parent, three relative and two special case adoption orders made.

## Intercountry adoption

Under the Commonwealth–State Agreement for the continued operation of Australia's intercountry adoption program, the Commonwealth has assumed responsibility for managing overseas adoption programs. DoCS continues to be responsible for the day-to-day processing of intercountry adoption applications. The revised agreement is expected to take effect in the second half of 2008.

During the year, 73 children had their adoption finalised. A total of 86 adoption proposals were received from other countries and 86 children arrived in NSW from overseas. As at 30 June 2008, more than 1,000 families made up the intercountry adoption case load.

Timeframes for approval decisions were maintained at nine months from time of lodging an intercountry adoption application to an approval decision. DoCS is reviewing the current service delivery model and is committed to reducing this time frame to offer a more efficient, streamlined service.

## Post adoption

During 2007/08 DoCS provided support to 570 families on post-adoption issues including contact between birth and adoptive families where the adoptee is under 18 years.

DoCS managed more than 2,700 general inquiries about post-adoption and 599 reunion and information register applications.

## INTERCOUNTRY ADOPTION CASE LOAD SNAPSHOT

	2007/08	2006/07	2005/06	2004/05
Expressions of interest in adoption lodged	317	338	342	227
Applications under assessment	119	113	55	146
Applications approved awaiting placement	427	403	318	221
Families where child has been allocated	35	38	39	44
Families under post-placement supervision	170	166	163	170
<b>Total case load as at 31 March</b>	<b>1068</b>	<b>1058</b>	<b>917</b>	<b>844</b>

Source: DoCS Adoption and Permanent Care Services.

## ADOPTION ORDERS

	2007/08	2006/07	2005/06	2004/05
Step-parent adoptions	10	22	13	16
Relative adoptions	3	3	2	1
Carer adoptions	22	15	18	25
Local adoptions (NSW)	15	12	23	24
Intercountry adoptions	73	112	93	88
Special case adoptions	2	0	0	0

Source: DoCS Adoption and Permanent Care Services.

## APPLICATIONS FOR ADOPTION INFORMATION

	2007/08	2006/07	2005/06	2004/05
Supply authorities issued (Identifying information)	686	782	807	878
Prescribed information sent out	521	442	533	588
Cases of adopted siblings' identifying information released in prescribed information	156	133	159	166
Reunion and information register applications	599	516	407	438
Reunions from register	170	190	172	118
Contact vetoes lodged	4	2	5	11
Contact vetoes lifted	27	34	30	38
General enquiries about post-adoption	2741	3010	2845	2937

Source: DoCS Records Access Branch.

## Children and young people restored to their family

### Aim

Children and young people are successfully restored to their parental family

### Strategies

- 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

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

DoCS is building capacity to achieve successful restoration and permanent care arrangements. The decision about restoration must be made before any other permanent placement option is considered. A decision about whether restoration is realistic should not take longer than six months for non-Aboriginal 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 for achieving this. 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.

The permanency planning strategy is now operating at 42 community services centres across NSW. So far, more than 1,000 DoCS caseworkers have received training on permanency planning covering areas such as legislation, permanence options, restoration decision-making and reviewing placements.

Permanency planning will be introduced to an additional 37 community services centres during 2008/09. Training of staff at these locations is underway.

By 30 June 2008, there were 467 children in the permanency planning project. Of this group, 83 children had final court orders for their future permanent placement. The Department was still assessing the other children.

The aim of permanency planning is to avoid the detrimental impact on children of multiple placements and drift in the care system. A 2008 evaluation report found that indicative outcomes for children in the project, measured by percentage of children in permanent placements, were better than those at comparison sites.

The evaluation found that early decisions were made about the possibility of the child's restoration to their birth parent/s. If not feasible, alternative long-term placements were found as soon as possible.

Project data on permanent placements for children with final court orders, collected over a six-month period from July 2007 to January 2008, show a trend towards more children being placed with relative carers compared to other long-term placements.

## Children and young people with high needs

### Aim

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

### Strategies

- 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

A small number of children and young people who are in out-of-home care have high and complex needs. They may exhibit challenging and/or risk-taking behaviours of such intensity, frequency and duration that they place themselves or others at serious risk of harm; have mental health issues that impede living a normal life; or have a disability with challenging behaviours or health issues that are life-threatening or require continuous monitoring and intervention.

The High Needs Kids program is fully established and operating at near full capacity on a daily basis – providing more stable and appropriate placements for children with high and complex needs.

There are now more than 220 places available across four service providers after a \$34.5 million investment in the High Needs Kids program in 2007/08. It is estimated that the program has saved DoCS approximately \$60 million in crisis fee-for-service funding over the three years to 2007/08. At March 2008, the High Needs Kids program had an occupancy rate of approximately 92 per cent.

In addition to the greater level of stability that the children have experienced, many have resumed formal education for the first time in years and become engaged in social activities that it was thought would never be possible.

The Department's program to better support children and young people with high needs includes effective screening tools, used as early as possible and consistently over time, to identify those who fit the target group.

Every DoCS region has a panel made up of senior staff to review the

placement and case plans for high needs kids or those whose high needs are emerging. In 2007/08, these panels conducted 5,237 reviews. This level of activity means that the needs for placement, placement change and therapeutic interventions for high needs kids are addressed in a timely way.

Each panel monitors progress and oversees a 'step down' in intensity of services as the child or young person makes positive steps forward, appropriate to their age and development.

Intensive Support Services teams across NSW provide intensive case management for high needs kids. This includes comprehensive case planning and review, home visits, referral for placement, and working with the out-of-home care service providers on a day-to-day basis.

Intensive Support Services caseworkers meet regularly with children and young people and those that care for them and lead the case management process. Case management includes comprehensive assessment, planning, service coordination and review. Children are referred and supported to receive services addressing their health, educational, therapeutic and social needs.

DoCS has forged positive relationships with other service providers to improve services for high needs kids. During the year, additional placements were set up with Youth Off The Streets and Lifestyle Solutions. This has provided 20 placements for high needs kids who have a disability, six placements for kids who have high needs and six places for young people who have sexually abusive behaviours.

DoCS is also funding New Street (a NSW Health initiative) to deliver therapeutic treatment for children and young people in out-of-home care with sexually abusive behaviour. New Street provides an intensive community-based therapeutic service for up to 12 young people (male and female) aged 10-17 years, who have high and complex needs and sexually abusive behaviour.



In October 2007, the annual performance monitoring framework process began for the High Needs Kids program to check the performance of the four funded organisations against their service agreements.

Negotiations are taking place with high needs kids service providers to broaden their service specifications to a range of placement types. The program was contracted from 2005/06–2007/08, however will continue to provide services until negotiations are finalised in late 2008.

Negotiations incorporate additional out-of-home care services that agencies have been short-listed to provide, existing high needs kids program services and other (non-high needs kids) funded services. Once negotiations are completed, the High Needs Kids program will cease to exist as a stand-alone program.

In partnership with Taronga Zoo, a joint program developed for Aboriginal high needs young people offers regular experiences in animal handling and zoo keeping. This program is being expanded in 2008/09 and will increase the number of opportunities available to any eligible young person with high needs.

DoCS and Sydney West Area Health have established the Alternate Care Clinic to provide mental health services to high needs kids in western

Sydney. DoCS staff regularly meet with Juvenile Justice and NSW Health to review the mental health needs of high needs young people in the juvenile justice system.

DoCS is also a partner in the Juniperina Housing Accord established in 2008 – part of the NSW Housing and Human Services Accord Shared Access Trial Operating Agreement 2006. One high needs young person has received housing in inner west Sydney and several other young people are in the referral process for the program.

DoCS Metro South West region has continued to run camps for children with complex needs, incorporating a Junior Leadership program, in partnership with Lifestyle Solutions, a funded out-of-home care provider. Four camps were held in 2007/08. The April 2008 camp was co-hosted with staff and children from the Hunter Central Coast region, with 28 children involved in adventure-based activities such as horse riding and a soccer skills program.





## Improving the out-of-home care system

### Aim

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

### Strategies

- 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

### 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.

DoCS collects information from service providers to get more timely and better quality information on children and young people in out-of-home care, including their health and education outcomes.

During the year, DoCS began developing a performance-based service specification for out-of-home care to incorporate key performance measures on outcomes achieved for children and young people in care. DoCS is also developing the performance monitoring framework for out-of-home care. This work will continue in 2008/09.

### Aftercare services

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

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

DoCS provides or funds a number of services to assist and support people who grew up in institutional care. We recognise that some people suffered from their experiences and may also need help getting information about their time in care.

### Health checks for children in care

DoCS Metro Central region and the Sydney Children's Hospital Randwick operate a screening clinic for children and young people in out-of-home care. The clinic offers comprehensive health assessments and makes recommendations for further diagnostic work, treatment or specialist assessment.

The clinic is staffed by a paediatrician (consultant/fellow/registrar) and a social worker or psychologist. Since it first opened in February 2005, the clinic has seen 174 children.

The Department provides access to DoCS records, at no charge to these people. DoCS also funds a range of non-government services to assist care leavers.

The Salvation Army's Special Search Service traces family members for care leavers who have lost contact with their birth families. Link-Up (NSW) Aboriginal Corporation assists all Aboriginal people who have been fostered, adopted or raised in institutions. Services provided by Relationships Australia include a telephone helpline for former care leavers, providing referrals, counselling and advice.

In March 2008, the Minister for Community Services announced a funding boost of \$70,000 over two years for the Care Leavers Australia Network, a peak advocacy group, to support its valuable work with people who were in care.

DoCS is working to establish a NSW memorial for people who experienced institutional care as children. This follows Commonwealth funding for such memorials in each state. DoCS is consulting with care leaver support organisations and past providers of institutional care to select a suitable location and design.

*Ministerial guidelines for the provision of assistance after leaving out-of-home care* were published on DoCS website during the year. These specify the circumstances in which aftercare assistance may be granted under section 165 of the *Children and Young Persons (Care and Protection) Act 1998*.

The guidelines will help ensure aftercare assistance for all eligible young people in statutory out-of-home care. The guidelines are an important resource for foster carers, young people and out-of-home care service providers, as it clarifies the scope of assistance available for young people leaving care.



# Strengthening Our Organisation

## CAPACITY BUILDING

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 has implemented effective 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 and 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 uses the latest research to ensure our programs and policies have a strong evidence base.



### Highlights in 2007/08:

- Introduced best practice standards in assessment and intervention
- Launched the Benefit Estimation Database to help economists, researchers and practitioners identify the wide range of benefits associated with child protection and welfare initiatives
- Prepared 2008/09 results and services plan for NSW Treasury and the Department of Premier and Cabinet
- Won an Australasian Annual Reporting Award for our 2006/07 annual report
- Received more than 6,000 applications for caseworker positions, an increase of over 270 per cent from 2006/07 – 644 permanent offers of employment were accepted
- Recruited 45 multicultural caseworkers covering 22 languages
- Supported three Aboriginal cadets to complete the Aboriginal cadetship program and take up permanent employment with DoCS
- Delivered more than 41,000 training days for all categories of DoCS staff, an increase of more than 18 per cent from 2006/07
- Launched new website [www.community.nsw.gov.au](http://www.community.nsw.gov.au) to better reflect user needs and comply with new NSW Government guidelines
- Conducted reviews on the deaths of all children known to DoCS
- Distributed nearly 500,000 information resources to staff, government and non-government agencies, and the general public.

## Capacity building

### Aim

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

### Strategies

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

## Improving service systems

### Working together with non-government organisations

About 57 per cent of DoCS total budget in 2007/08 was used to buy contracted services for children and families, mainly from non-government organisations (NGOs). Since 2002, reforms have been made to the allocation of and accountability for this part of our budget. DoCS has done this through performance-based contracting, building strong service networks, innovations in service planning and delivery, and increased use of results-based accountability in planning.

All contracted services in the Brighter Futures early intervention and high needs kids out-of-home care programs are performance-based and monitored, with a focus on results for children, young people and families.

To strengthen and build capacity in the human services sector, DoCS collaborated with a number of other agencies, service providers and peak bodies during 2007/08.

DoCS also chaired the Human Services and Justice Chief Executive Officers NGO Development and Support Working Group which coordinates, oversees and shares knowledge on the human services NGO sector.

Agencies of this group work together to help NGOs in building a strong service sector, with particular attention to the following priority areas for NGO development:

- governance
- service planning and evaluation
- financial management
- human resource management
- building skills and capacity in Aboriginal NGOs
- creating opportunities for growth, partnership and development of smaller service providers.

In an effort to build capacity within the service sector, DoCS undertook several project evaluations and capacity assessments in 2007/08, in partnership with service providers. They include:

- Live n Learn project evaluation
- Killara Women's Refuge capacity assessment
- Jetty Bunker Youth Refuge capacity assessment
- homeless contact and referral services evaluation.

DoCS is developing a funding manual to give our regional funding staff a practical, online resource designed to support their day-to-day work with funded services. The manual has policies and guidelines, as well as templates, tools and other resources. In 2007/08, the first five chapters of the manual were published on the DoCS intranet.

DoCS NGO training team delivered over 4,700 training days to more than 3,500 participants in 2007/08. This included training on the *Good practice guidelines* – one of DoCS service quality improvement strategies for NGOs – and the SMART Data Collection training project.

Other training providers also work with us to deliver training to NGOs, so that training can expand for DoCS-funded services across NSW.

### Professional development and quality assurance

Professional development of both new and established staff continues to be a priority for DoCS. The Professional Development and Quality Assurance program was set up in June 2006. It supports high quality and consistent standards of casework at all levels and in all areas of direct client service delivery, particularly in the key areas of assessment and intervention. The program builds on prior knowledge and skills to identify any gaps, challenge existing practices and improve future practice.

In 2007/08, best practice standards in assessment and intervention were developed and delivered to staff through an innovative Brief, Train, Sustain program. A suite of learning services, including case consultation, case practice review, practice coaching and team learning activities, were delivered in DoCS regions by casework specialists.

### Economics and statistics

DoCS undertakes economic and statistical analysis to ensure 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.

The Department has finalised the *Costing manual (version II)*, which presents indicative costs for early intervention, out-of-home care, the Supported Accommodation Assistance Program and children's services.

Economic and statistical analysis informed a new funding methodology after a survey of funded preschools was done for the Preschool Investment and Reform Plan. The new methodology has improved preschool funding outcomes in terms of equity and consistency.

More information about the Preschool Investment and Reform Plan is in Chapter 2.

Statistical analysis of DoCS child protection data is also helping to better manage demand in the child protection system and support improvements aimed at better outcomes for children. Extensive data and costing analysis was given to the Special Commission of Inquiry into Child Protection Services in NSW.

In 2007/08, the DoCS Benefit Estimation Database was launched to help economists, researchers and practitioners identify the wide range of benefits associated with child protection and welfare initiatives. It also allows for better use of economic techniques to assess the monetary value of these benefits. The database contains summary analyses of international and national child protection and welfare literature, benefit estimations, and valuations of benefits for use in the economic evaluation of new program proposals.

### Data quality and management

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

The CIW produces data on child protection and out-of-home care for DoCS annual reports, reports to the Australian Institute of Health and Welfare and external agencies. The CIW also provides quarterly reports published on DoCS website.

Over the past year, DoCS has developed more statistically robust performance indicators and counting rules for various programs (including Brighter Futures) using the CIW. It enables data quality and accuracy to be further improved through a streamlined system of cross-referencing. A number of corporate indicators (CIW Indicator Dashboards) have been released allowing management decisions to be informed by easily accessible, timely and accurate data, both centrally and in regions.

A successful transition of Brighter Futures data collection to the DoCS Connect portal was also made. This allows Brighter Futures agencies to submit data electronically to DoCS, streamlining referral, reporting and data collection procedures for both lead agencies and the Department.

The Entry Into Care business analysis was also completed, identifying improvements to information quality and reducing the volume of data remediation required.

The collection and quality of out-of-home care minimum data set data was improved, providing higher response rates and enhanced data quality checks and training initiatives.



## Research and evaluation

The DoCS library provided services to staff across NSW in 2007/08, via the *Library services bulletin*, literature searches and interlibrary loans. The library supplied more than 1,000 copies of articles from the *Library services bulletin* and over 7,300 copies of articles from the library's databases and electronic collections. It provided more than 700 loans to staff, conducted 44 literature searches and processed nearly 1,200 interlibrary loan requests.

DoCS established its Collaborative Research program in 2006 which offers grants, in conjunction with participating universities, for post-doctoral and PhD studies.

Three post-doctoral fellowships were awarded in the first year of the Collaborative Research program. Post-doctoral research undertaken includes:

- looking at issues relating to culturally and linguistically diverse children in out-of-home care placements
- examining ways of effectively intervening in families where domestic violence is an issue
- analysing strategies to assist social inclusion of children from vulnerable families.

These scholarships were taken up in late 2007 and the research is progressing well. A further post-doctoral fellowship was awarded in 2007/08 for a project that focuses on child protection and mothers in substance abuse treatment. Two PhD scholarships are also nearing completion.

DoCS continues to support a number of external research projects ranging from commissioned research, through collaborative projects and Australian Research Council linkage grants to postgraduate research.

The DoCS Research to Practice program encourages the active use of research within the Department and produces regular updates on the latest national and international research. Monthly research to practice seminars are held with leading experts on a broad range of child welfare topics. Seminar kits are distributed to community services centres for all staff to access.

DoCS Centre for Parenting and Research undertakes literature reviews, program evaluation and primary research. During the year, the centre produced five literature reviews and issues papers. It initiated three primary research projects on the Brighter Futures program, risk factors of neglect and effective casework with adolescents. Three research to practice notes were also prepared.





## RESEARCH TO PRACTICE SEMINARS HELD IN 2007/08

Engaging fathers	Richard Fletcher, University of Newcastle and Paul Prichard, Good Beginnings
A global perspective of children in care – comparisons and implications for NSW	Professor June Thoburn, Emeritus Professor of Social Work, University of East Anglia, UK
Strengthening child protection practice by improving critical thinking	Dr Eileen Munro, Reader in Social Policy at the London School of Economics, UK
Developmental implications of early trauma	Dr Louise Newman, Professor of Peri-natal and Infant Psychiatry, University of Newcastle
Aboriginal child health and welfare	Robert Griew, Associate Professor, School of Public Health and Community Medicine
Effective early intervention strategies for Indigenous families and communities – literature review update	Hyllus Munro, Senior Research Officer (Aboriginal), DoCS Centre for Parenting and Research
Child care arrangements and early intervention	Dr Jennifer Bowes, Macquarie University and Dr Johanna Watson, DoCS Centre for Parenting and Research
Early intervention update – recent trends in research evaluation of Brighter Futures	Peter Walsh, Director Research, DoCS Centre for Parenting and Research
Framework for the assessment of vulnerable children and their families	Dr Helen Buckley, Senior Lecturer, School of Social Work and Social Policy, & Snr Research Fellow, Children's Research Centre, Trinity College, Dublin
Footprints in time: Longitudinal study of Indigenous children	Dr Melissah Feeney, Principal Researcher (LSIC) & Lecturer of Psychology, Faculty of Health, University of Canberra
Assessing and promoting resilience in vulnerable children	Professor Brigid Daniel, University of Stirling, Scotland
Parental substance misuse: Implications for child welfare practice	Professor Sharon Dawe, Professor in Clinical Psychology & Director of the Griffith Psychological
Assessing parent's capacity for change	Dr Paul Harnett, Lecturer in Clinical Psychology & Director of the Psychology Clinic, University of Queensland

## Corporate and business planning

In 2007/08, DoCS prepared 2008/09 results and services plans for NSW Treasury and the Department of Premier and Cabinet. A strategic management framework and calendar detailing significant dates for major planning, reporting, budgeting and collaboration activities, as well as DoCS key priorities for 2008/09, were posted on the intranet for access by all staff.

DoCS coordinated a response on performance measures to the Special Commission of Inquiry into Child Protection Services in NSW. We also developed proposals for responding to and implementing the recommendations from the Special Commission when they are finalised.

DoCS held a series of presentations and workshops on the results-based accountability model for DoCS staff, non-government service providers and other agencies, including the Department of Premier and Cabinet (DPC).

A secretariat was provided for quarterly meetings chaired by the Director-General, and involving DoCS senior officers, NSW Treasury and DPC senior officers.

## Corporate services

### Legal services

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

In 2007/08, the files of 265 children entering out-of-home care were audited to identify their possible legal entitlements in victims' compensation, family provision, family law or civil liability actions.

A single set of comprehensive plain English delegations from both the Director-General and Minister were completed in June 2008. A user-friendly manual, which details DoCS officers' regulatory job responsibilities and delegated decision-making, was produced and provided to all community services centres. A system for the regular review and updating of the new delegations was also established.

A conference on aspects of care law that apply to Aboriginal children was held in May 2008. More than 140 lawyers from the Legal Aid Commission, the NSW Aboriginal Legal Service, the Children's Court and private practice attended the conference.

The conference coincided with a call for expressions of interest for community panels in the Care Circle pilot project, which supports participation of local Aboriginal communities in care decisions involving their children. For more information on care circles see page 50.

DoCS legal officers are assisted in care litigation by private legal practitioners. Following the initial tender conducted in 2004/05 to select these practitioners, a review was undertaken in 2005/06. New tenders were called for the New England region in July 2007 and the Hunter/Central Coast and Northern regions in February 2008. These panels are now finalised. Western region is scheduled for completion in late 2008. The final tender for the Metropolitan and Southern regions should be called in late 2008.

Three new legal officer positions were created and recruited in 2007/08 with funding allocated under the \$1.2 billion enhancement budget to DoCS. This brings the total number of legal officers to 46.5. An Aboriginal cadet, undertaking her three-year cadetship with DoCS as part of this recruitment, completed her degree. She will be admitted as a solicitor in August 2008 and become a permanent DoCS employee.

DoCS completed the installation of legal practice management software (Open Practice) in 2007/08.

## Financial services

Key achievements in financial services in 2007/08 included:

- developing business requirements for grants administration under a new community online management system
- strengthening budget performance monitoring and participation in regional quarterly business reviews.

A new financial model was developed to guide decisions on a sustainable workforce. Improvements were made in methods of financial reporting and funding administration processes supporting program funding reforms.

Processes and system integration between financial and client management systems were also improved.

## Information and communication technology

Some significant improvements and changes were made to DoCS client and case management system, Key Information and Directory System (KiDS). One major release and three minor releases occurred in 2007/08, with the Brighter Futures program and an online eReporting pilot being the primary focus. The DoCS Connect portal was also introduced, allowing non-government organisation staff and mandatory reporters to exchange information with DoCS via the internet.

DoCS achieved the international standard for Information Security Management (ISO 27001 certification) in December 2007. This standard allows us to adapt the Information Security Management System to meet changing business needs. This is done using a continuous improvement approach, while reducing the risks of managing information owned by DoCS and its clients.

Helpline computer room facilities were upgraded for significantly improved resilience to power, air conditioning and network outages.

## Accommodation

DoCS spent \$24.3 million on the Enhanced Service Delivery accommodation program and other capital projects during 2007/08. Major office fit-outs were completed at Albury (Stage 2), Bathurst, Coonamble, Edgeworth, Inverell, Lismore, Moree, Mudgee, Narrabri, Nyngan, Orange, Tamworth and Wagga Wagga (Stage 2).

Renovation and refitting of office accommodation took place at three temporary community services centre sites at Dareton, Dubbo and Walgett, and also at the Bankstown Regional Office, the Ashfield Information and Communications Technology Branch, Parramatta Children's Court office and the DoCS Helpline.

DoCS disposed of nine properties which were no longer required for long-term service delivery needs. They were located at Campbelltown, Castle Hill, Kotara, Katoomba (Clairvaux and Ficus Streets), Grafton, Lismore, Winston Hills and Coffs Harbour. These properties were formerly used as group homes, residential care homes or office accommodation. The sales proceeds, totalling \$5.1 million, were used to supplement capital funding for the DoCS reform package.



## Workforce strategies

### Human resources

DoCS continues to recruit new staff across the organisation and employed 4,549 people full- and part-time as at 30 June 2008.

#### NUMBER OF EMPLOYEES

2007/08	2006/07*	2005/06	2004/05
4,549	3,976	3,493	3,090

Source: DoCS Corporate Services.

\*Note: Adjustments were made to the Department's workforce profile after publication of the 2006/07 annual report. These adjustments are reflected in the updated figures.

#### NUMBER OF EMPLOYEES BY CATEGORY

Category	2007/08	2006/07	2005/06
Senior executive	28*	28	26
Senior officers, managers and administrators	71	66	67
Operational staff	3,724	3,215	2,756
Project, program, executive and corporate services staff	622	598	590
Casuals	104	69	54
<b>Total</b>	<b>4,549</b>	<b>3,976</b>	<b>3,493</b>

\*There were only 26 substantive SES positions. The higher figure reflects secondment and backfill arrangements.



DoCS \$1.2 billion reform package announced in 2002 enabled the creation of an additional 1,025 caseworker and associated professional support positions by 30 June 2008. To recruit to this large number of caseworker positions, many in remote and difficult-to-fill locations, major improvements were made to recruitment strategies. These included targeted attraction campaigns and an enhanced student placement program.

More than 6,000 applications for caseworker positions were received during the year, an increase of over 270 per cent compared to the 2,205 applications received in 2006/07. DoCS had 644 permanent offers of employment accepted in 2007/08.

The large number of positions to be filled and the high volume of applications received meant changes to existing business processes were necessary.

Businesslink Recruitment Services introduced an integrated online application system and recruitment database, BizRecruit, in July 2007. This reduced waiting times for short-listing and provided more comprehensive performance and candidate data.

A permanent caseworker pool was trialed in 2007. It offered successful candidates an immediate permanent appointment in an office with hard-to-fill positions or a high rate of temporary vacancies, pending the first available vacancy in their preferred location. This program proved extremely successful with acceptances from more than 90 applicants who would otherwise have remained on the eligibility list awaiting a vacancy in their location of choice.

The temporary caseworker pool was also piloted in 2007, targeting potential applicants who want the flexibility of temporary work. DoCS objective is a pool of skilled workers available to backfill vacancies arising from planned and unplanned staff leave. During 2007/08, 75 temporary placements were made statewide and recruitment to the pool is ongoing.

Eight of the nine positions identified in the Remote Areas Attraction and Retention pilot, introduced by the Department of Premier and Cabinet (DPC) in 2006, were filled during the year.

DoCS is working with DPC on whole-of-sector and DoCS-specific incentive schemes to attract and retain staff in rural and remote locations.

Ten secondments took place under the rural short-term secondment program which offers metropolitan caseworkers and casework managers the opportunity to work at a country location.

## Industrial relations

DoCS continued to consult with the Public Service Association of NSW (PSA) throughout the year on a wide range of staff issues and service reforms. These include:

- new policies including intake assessment guidelines, prenatal reports, apprehended violence orders, and managing client-initiated violence
- structural reform – implementing the reviews of adoption services and the Violence Against Women

unit; and continued work on children's services and funding services

- process reviews and enhancements – such as new KiDS releases and a Helpline business process review
- new recruitment programs for administrative staff, casework managers, casework specialists, multicultural caseworkers and children's services team leaders.

There were no industrial stoppages during the year, although PSA staff delegates issued instructions to members from time to time, to not work on initiatives they did not support. These matters are still under discussion with the PSA.

DoCS has proposed a new consultation framework to help clarify roles and responsibilities for communication on matters under discussion. Both DoCS and the PSA have reiterated their commitment to working collaboratively to improve outcomes for staff and clients.

## Learning and development

DoCS is a learning organisation with significant emphasis placed on ongoing training and professional development. During the year, more than 41,600 training days provided quality learning experiences for all categories of DoCS staff, an increase from 30,000 days in 2006/07 and 23,600 days in 2005/06.

A range of training programs was reviewed and others introduced with 51 per cent of training connected to the caseworker development course – the foundation skills training for new caseworkers. This program now leads to eligibility for a nationally accredited Diploma in Statutory Child Protection through an auspicing arrangement with TAFE NSW.

Initiatives supporting new staff have been a priority with the high level of recruitment activity in 2007/08. A budding program introduced in November 2007 has reduced transition time for new staff by actively building on-the-job skills and confidence.

Early intervention caseworker training was expanded to include the Parents as Teachers program, a comprehensive home-visiting program focused on the development of 0–2 year olds. More than 100 caseworkers and 42 of their managers attended this training in 2007/08. All early intervention staff are expected to complete the training in the next two years. New training, on understanding domestic violence and in working with men and fathers, was also piloted for early intervention workers.

The development of support programs for Aboriginal staff was a significant focus in 2007/08. The Mentoring for Management pilot program aims to support Aboriginal staff who aspire to enter management positions.

DoCS has implemented a new program to assist the transition of Aboriginal staff who enter the Department without a formal qualification. The 'CDC Plus' program runs in parallel to the eight-week caseworker development course and involves a series of short courses in social welfare theory and communication

skills. It also includes targeted one-on-one coaching in the workplace to improve business writing and IT skills and links to a Diploma of Community Services.

## Psychological services

DoCS psychologists provide specialist expertise to support child protection and out-of-home care caseworkers in the case management of children, young people, their families and/or carers. Psychologists make an important contribution to the planning, decision-making and service responses that promote children's health, safety, wellbeing, learning and development in the short- and long-term.

Psychologists within DoCS primarily conduct psychological assessments, provide therapeutic interventions, and offer consultation and support to caseworkers and other DoCS program areas.

In 2007/08, a targeted professional development program was delivered to departmental psychologists, including a workshop on emotional coaching and another on the psychological assessment of Aboriginal children. Two workshops were held to enable experienced DoCS psychologists to be accredited as clinical supervisors by the NSW Psychologists Registration Board. As a result there are now psychologists accredited to be clinical supervisors in each DoCS region.

A range of clinical practice guidelines has been developed to provide an overview of current research, assessment and treatment approaches relevant to children and young people seen by DoCS psychologists. Practice guidelines on *Attention deficit hyperactivity disorder* and *Attachment development and attachment difficulties* are available to DoCS staff on the intranet.

## Occupational health and safety

DoCS is committed to preventing work-related injury and illness by providing safe and healthy workplaces and work systems for all staff. A risk management control plan is in place at every DoCS site.

A comprehensive physical audit is carried out every September to assess the workplace, all activities carried out within it and any incident reports recorded with the aim of reducing risk. Updated control plans, designed to identify and address any ongoing safety issues, were developed for each site during September to December 2007.

During 2007/08, DoCS implemented the *Preventing and Managing Client Initiated Violence* policy and procedures, which includes a number of safe work practices and an innovative Client Context Risk Management (CCRM) tool.

The CCRM tool is used in cases where an elevated risk of client-initiated violence is identified, to help assess all risk factors including any known history of violence by the client, and to develop additional controls to support standard safe work practices.

DoCS continues to improve its workers compensation performance. As at 30 June 2008, a total of 239 claims were lodged, at an average cost of \$544 per full-time equivalent (FTE) employee.

As a result of ongoing efforts to improve occupational health and safety, the number of workers compensation claims has reduced from 8.5 claims per 100 FTE in 2003/04 to 5.8 claims per 100 FTE in 2007/08.

This improved performance has seen DoCS achieve significant hindsight premium adjustments, with a refund of \$1.4 million in 2006/07 and a refund of \$5.5 million in 2007/08.

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

## WORKERS COMPENSATION CLAIMS

Workers compensation	Fund year		
	2007/08	2006/07	2005/06
Number of claims	239	192	210

Information based on Allianz workers compensation claims data as at 30 June each year, excluding null and CTP claims (CEO report not available).

## Aboriginal services

DoCS actively recruits Aboriginal employees to increase our capacity to respond to the needs of Aboriginal children and families. As at 30 June 2008, approximately seven per cent of all DoCS staff were Aboriginal or Torres Strait Islander, exceeding the NSW Government target of two per cent.

In the Northern and Western regions, where there is a high Aboriginal population, 20 per cent of casework staff are Aboriginal.

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

In 2007/08, three Aboriginal cadets successfully completed the DoCS Aboriginal Cadetship program and were placed permanently in the Department.

More than 200 Aboriginal staff attended the annual Aboriginal Staff Conference in Sydney in November 2007, to share information and make recommendations about core business practices.

Three staff received a DoCS Outstanding Achievement Award at the conference and 10 staff were formally acknowledged by the Director-General for their commitment and contribution.

## Multicultural services

The Multicultural Services Unit provides specialist advice on issues affecting DoCS clients from culturally and linguistically diverse backgrounds.

During the year, the revised multicultural caseworker program began, filling 45 of the 61 multicultural caseworker positions covering 22 languages.

Two new practice resources – *Working with interpreters* and *Working effectively with culturally and linguistically diverse clients* were published in 2007 and made available on both DoCS intranet and website. More than 700 staff from across NSW received associated training.

Additional DoCS staff have been accredited under the State Government's Community Language

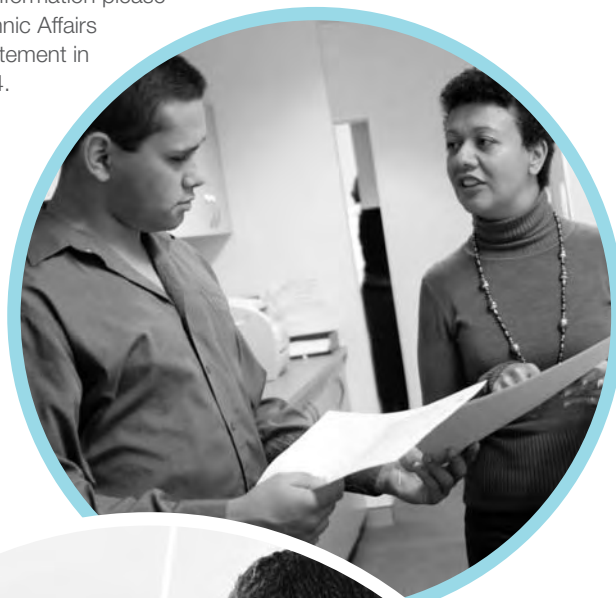
Allowance Scheme. The number has risen from 105 in 2006/07 to 137 in 2007/08 and the range of languages available has also expanded from 28 to 30.

DoCS Multicultural Strategic Commitment 2008–2013 was developed during the year and will be implemented in 2008/09. It is designed to complement and reinforce the Ethnic Affairs Priority Statement and further strengthen responsibility for multicultural strategies across DoCS.

DoCS has allocated five multicultural caseworker positions to work with emerging communities in Mount Druitt, Auburn, Fairfield, Liverpool, Lakemba and Corrimall CSCs.

There are now 535 funded services registered with the Translation and Interpreter Service to receive interpreter services: a significant increase on the 362 registered last financial year. The use of interpreters by DoCS-funded non-government organisations has increased by approximately 70 per cent.

For more information please see the Ethnic Affairs Priority Statement in Appendix 4.



Funding was given to the Parramatta/Baulkham Hills Migrant Resource Centre to establish a 12-month African sessional workers project.

This will support DoCS caseworkers in child protection and early intervention and provide community education to African communities in western Sydney. There are eight sessional workers covering 12 African languages, with Dinka (Sudanese) the most requested language. This project has had significant benefits for effective intervention and support of Africans in contact with the child protection system.



## External relations and freedom of information

DoCS continued to make information about its services widely available, with nearly 500,000 resources distributed 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 more than 581,600 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.

In April 2008, DoCS new website [www.community.nsw.gov.au](http://www.community.nsw.gov.au) went live after research identified the website's strengths and weaknesses and how our target audiences use the site. Using the research findings, the site was redeveloped to make it easy for visitors to find the information they need, to comply with the NSW Website Style Directive, and be accessible for people with disabilities.

DoCS was the first NSW government agency to comply with the new NSW Government Website Style Directive.

DoCS bimonthly newsletter *Inside Out* was redesigned to improve readability and its distribution broadened to include all DoCS-funded services.

DoCS new sponsorship policy and application form were placed on the website to make the application process more open and accessible.

A full list of publications produced by DoCS in 2007/08 can be found in Appendix 8.

The Department maintains the following websites:

[www.community.nsw.gov.au](http://www.community.nsw.gov.au)

[www.families.nsw.gov.au](http://www.families.nsw.gov.au)

[www.aboutdaterape.nsw.gov.au](http://www.aboutdaterape.nsw.gov.au)

[www.communitybuilders.nsw.gov.au](http://www.communitybuilders.nsw.gov.au)

[www.youth.nsw.gov.au](http://www.youth.nsw.gov.au)

[www.youthweek.nsw.gov.au](http://www.youthweek.nsw.gov.au)

Families NSW website [www.families.nsw.gov.au](http://www.families.nsw.gov.au) was launched in March 2008. It provides greater capacity to showcase Families NSW projects, resources and events for families.

The website [www.communitybuilders.nsw.gov.au](http://www.communitybuilders.nsw.gov.au) is aimed at helping local communities across NSW share ideas on how to strengthen their community. It contains information on funding opportunities across the state, an events calendar and a discussion forum. During 2007/08, the site attracted an average of almost 70,000 visits each month.

The Youth NSW site [www.youth.nsw.gov.au](http://www.youth.nsw.gov.au) attracted nearly 76,000 visits in 2007/08.

## Corporate and ministerial information

Documents addressed to the Director-General and Minister for Community Services and Minister for Youth were reviewed, registered, allocated, coordinated and tracked. DoCS ensured that material was accurate, current and consistent with departmental and government policies. DoCS also prepared parliamentary material and briefings promptly and efficiently.

More than 4,200 items of ministerial correspondence were dealt with during 2007/08. Numerous documents such as briefings notes, memos, letters and reports were also processed.

# Freedom of Information

## 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 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 2007/08 is in Appendix 8.

## Accessing and amending documents

Many DoCS publications are available on the website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

Members of the public can seek access to departmental records via an FOI request. Requests must be in writing along with a \$30 application fee (\$15 concession rate). Applications to amend or notate DoCS records, for which there is no fee, can also be made to the FOI Unit.

## Contact details

Freedom of Information Unit  
NSW Department of Community Services  
Locked Bag 4028  
Ashfield NSW 2131  
Phone: (02) 9716 2662

FOI application forms can also be downloaded from [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

Applications can be mailed to the above address or lodged at any DoCS community services centre.

A full list of Freedom of Information applications made during 2007/08 can be found in Appendix 9.



## Governance

Governance refers to the processes by which DoCS is managed and held to account. It includes business assurance and privacy. DoCS objectives for good corporate governance are that:

- we achieve our objectives in a way that enhances confidence in the organisation and in its decisions and actions
- our managers and staff, the Government, Parliament, and the people of NSW can rely on the organisation to do its work well and with the highest standards of probity and integrity.

## Business assurance

Business assurance in DoCS is concerned with reviewing, appraising and recommending improvements to internal control systems established by management; evaluating the effectiveness of control systems; and providing strategic advice on risk management.

A number of internal audits were carried out during 2007/08. An Internal Audit Committee assists the Director-General to manage the Department's main risks by providing advice about:

- 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
- fulfilling DoCS legal requirements under section 11 of the *Public Finance and Audit Act 1983*.

Committee members are appointed for a period of not less than two years and meetings have been chaired by the Director-General. From 2008/09 an independent chair will be appointed.

The committee meets bimonthly and six meetings were held during the year. Details of the committee's membership can be found in Appendix 2.

## 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 the Department's 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*. This guide provides a comprehensive list of questions that need to be asked about the most common administrative processes, to determine whether better controls need to be in place. Matters of major and minor fraud are monitored by the Internal Audit Committee.

The plan can be accessed by non-government service providers on the DoCS website. 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 examining the circumstances surrounding the death of a child, with each relevant agency having a different focus depending on their area of responsibility and expertise.

DoCS 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 greatly assists DoCS to improve organisational policies, procedures and staff practice.

DoCS Child Deaths and Critical Reports Unit rigorously examines any involvement the Department may have had with a child who has died, with the aim of promoting organisational learning.

DoCS conducted 125 initial reviews and 16 child death reviews in 2007/08, with a further eight reports in progress for children who died in 2006/07. As a result of this work, learning forums including practice reviews were held with more than 1,700 staff to reflect on practice issues identified through the review process.

A number of projects were undertaken in 2007/08 to improve knowledge and practice in areas where child deaths might be prevented, such as safer sleeping for babies. Review work was also conducted in the deaths of Aboriginal children and young people and severe physical abuse.

The Aboriginal child deaths project aims to identify and analyse practice issues arising from any deaths of Aboriginal children which occurred in the period 2005 to 2007, and make recommendations for improvements. The project is being undertaken by the Child Death and Critical Reports Unit together with an Aboriginal Practitioner Advisory Group made up of DoCS Aboriginal practitioners. It began in August 2007 and should report by the end of 2008.

### 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 the Department.

All serious allegations of reportable conduct against authorised carers and all allegations against salaried staff are investigated centrally by the Allegations Against Employees Unit. Less serious matters are dealt with by local offices. Training was given to 148 field staff to help local offices investigate allegations.

During the year, 474 new cases were investigated, an increase of 25 per cent from 2006/07. There were 63 cases investigated centrally due to seriousness or because they involved salaried employees. A total of 427 investigations were finalised, an increase of 28 per cent from 2006/07. Altogether 946 reports were made, an increase of 28 per cent from 2006/07.

### 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 a 58 per cent increase in requests from the Ombudsman in 2007/08, with 320 requests managed compared to 203 in 2006/07.

DoCS also provides information to external agencies following a request. In particular, information is supplied to the NSW Police, the NSW Department of Corrective Services and the Commission for Children and Young People. This information is given in line with provisions in the *Children and Young Persons (Care and Protection) Act 1998*. Requests from all external agencies have increased by 14 per cent from a total of 857 requests in 2006/07 to 977 in 2007/08.

DoCS also assisted the Special Commission of Inquiry into Child Protection Services in NSW, in providing 180 client case files and other information.

### Complaints

DoCS has a centralised system for handling complaints and inquiries. 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 service to raise their concerns with their local community services centre. However, if resolution at the local level is unsuccessful then clients should raise the matter with the DoCS Complaints Unit.

This year the Complaints Unit received 2,671 inquiries and complaints.

Approximately 53 per cent of complaints and inquiries related to out-of-home care matters, while 25 per cent were about child protection issues.

# Financial Statements

FOR THE YEAR ENDED 30 JUNE 2008

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## 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 2008, the operating statement, statement of recognised income and expense, cash flow statement, program statement - expenses and revenues and a summary of compliance with financial directives for the year then ended, 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 2008, and its financial performance and 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.

My opinion should be read in conjunction with the rest of this report.

#### 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 controls 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 controls 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 controls. 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.

## Independent Audit Report cont.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

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 controls, or
- on the assumptions used in formulating the budget figures disclosed in the financial report.

#### Independence

In conducting this audit, the Audit Office of New South Wales 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 of New South Wales are not compromised in their role by the possibility of losing clients or income.



J Kheir B Ec FCPA  
Director, Financial Audit Services

29 September 2008  
SYDNEY




## Statement by Department Head

**DEPARTMENT OF COMMUNITY SERVICES  
STATEMENT BY THE DIRECTOR-GENERAL  
FOR THE YEAR ENDED 30 JUNE 2008**

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 Accounting Interpretations), 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 financial statements exhibit a true and fair view of the financial position and financial performance of the Department; and
- c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

  
Annette Gallard  
Acting Director-General

## START OF AUDITED FINANCIAL STATEMENTS

## Operating Statement

For the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>Expenses excluding losses</b>				
Operating expenses				
Employee related	2(a)	359,322	366,653	305,092
Other operating expenses	2(b)	170,923	152,587	131,246
Depreciation and amortisation	2(c)	22,016	22,000	19,284
Grants and subsidies	2(d)	753,473	753,754	678,161
<b>Total expenses excluding losses</b>		<b>1,305,734</b>	<b>1,294,994</b>	1,133,783
<b>Revenue</b>				
Sale of goods and services	3(a)	5,371	679	1,784
Investment revenue	3(b)	1,876	2,001	2,051
Grants and contributions	3(c)	6,267	5,477	1,969
Other revenue	3(d)	9,887	1,600	7,081
<b>Total revenue</b>		<b>23,401</b>	<b>9,757</b>	12,885
<b>(Gain)/loss on disposal of non-current assets</b>	4	<b>1,600</b>	–	(69)
<b>Other (gains)/losses</b>	5	<b>109</b>	–	–
<b>Net cost of services</b>		<b>1,284,042</b>	<b>1,285,237</b>	1,120,829
<b>Government contributions</b>				
Recurrent appropriation	6	1,248,149	1,246,089	1,065,714
Capital appropriation	6	21,097	16,303	30,543
Acceptance by the Crown Entity of employee benefits and other liabilities	7	14,467	17,148	10,038
<b>Total government contributions</b>		<b>1,283,713</b>	<b>1,279,540</b>	1,106,295
<b>Surplus/(deficit) for the year</b>		<b>(329)</b>	<b>(5,697)</b>	(14,534)

The accompanying notes form part of these statements.

## Statement of Recognised Income and Expense

For the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
Net increase/(decrease) in property, plant and equipment asset revaluation reserve	17	9,711	–	3,215
<b>Total income and expense recognised directly in equity</b>		<b>9,711</b>	<b>–</b>	<b>3,215</b>
Surplus/(deficit) for the year		(329)	(5,697)	(14,534)
<b>Total income and expense recognised for the year</b>	17	<b>9,382</b>	<b>(5,697)</b>	<b>(11,319)</b>

The accompanying notes form part of these statements.

## Balance Sheet

For the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>ASSETS</b>				
<b>Current Assets</b>				
Cash and cash equivalents	9	14,853	14,127	6,707
Receivables	10	9,728	14,149	13,565
Non-current assets held for sale	11	838	3,917	3,917
<b>Total Current Assets</b>		<b>25,419</b>	<b>32,193</b>	24,189
<b>Non-Current Assets</b>				
Property, plant and equipment	12			
Land and buildings		86,064	64,325	72,597
Plant and equipment		67,275	66,635	64,060
Total property, plant and equipment		153,339	130,960	136,657
Intangible assets	13	8,161	6,922	6,922
<b>Total Non-Current Assets</b>		<b>161,500</b>	<b>137,882</b>	143,579
<b>Total Assets</b>		<b>186,919</b>	<b>170,075</b>	167,768
<b>LIABILITIES</b>				
<b>Current Liabilities</b>				
Payables	14	39,315	34,151	34,242
Provisions	15	35,124	40,422	32,327
Other	16	119	–	–
<b>Total Current Liabilities</b>		<b>74,558</b>	<b>74,573</b>	66,569
<b>Non-Current Liabilities</b>				
Payables	14	12,614	10,850	10,850
Provisions	15	199	183	183
<b>Total Non-Current Liabilities</b>		<b>12,813</b>	<b>11,033</b>	11,033
<b>Total Liabilities</b>		<b>87,371</b>	<b>85,606</b>	77,602
<b>Net Assets</b>		<b>99,548</b>	<b>84,469</b>	90,166
<b>EQUITY</b>				
Reserves	17	62,861	56,289	56,289
Accumulated funds	17	36,687	28,180	33,877
<b>Total Equity</b>		<b>99,548</b>	<b>84,469</b>	90,166

The accompanying notes form part of these statements.

# Cash Flow Statement

For the year ended 30 June 2008

	Notes	Actual 2008 \$'000	Budget 2008 \$'000	Actual 2007 \$'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>				
<b>Payments</b>				
Employee related		(340,337)	(340,098)	(290,188)
Grants and subsidies		(818,770)	(753,754)	(739,712)
Other		(179,443)	(212,703)	(125,940)
<b>Total payments</b>		<b>(1,338,550)</b>	<b>(1,306,555)</b>	<b>(1,155,840)</b>
<b>Receipts</b>				
Sale of goods and services		5,371	679	1,784
Interest received		1,839	2,001	2,490
GST recoveries		79,630	65,206	73,463
Other		13,940	–	7,069
<b>Total receipts</b>		<b>100,780</b>	<b>67,886</b>	<b>84,806</b>
<b>Cash flows from government</b>				
Recurrent appropriation		1,248,268	1,246,089	1,065,658
Capital appropriation		21,097	16,303	30,543
Cash reimbursements from the Crown Entity		–	–	–
<b>Net cash flows from government</b>		<b>1,269,365</b>	<b>1,262,392</b>	<b>1,096,201</b>
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>	21	<b>31,595</b>	<b>23,723</b>	<b>25,167</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>				
Proceeds from sale of land and buildings and plant and equipment		4,894	–	2,049
Purchases of land and buildings and plant and equipment		(28,343)	(16,303)	(32,765)
<b>NET CASH FLOWS FROM INVESTING ACTIVITIES</b>		<b>(23,449)</b>	<b>(16,303)</b>	<b>(30,716)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>				
Proceeds from advances		–	–	–
<b>NET INCREASE/(DECREASE) IN CASH</b>		<b>8,146</b>	<b>7,420</b>	<b>(5,549)</b>
Opening cash and cash equivalents		6,707	6,707	12,256
<b>CLOSING CASH AND CASH EQUIVALENTS</b>	9	<b>14,853</b>	<b>14,127</b>	<b>6,707</b>

The accompanying notes form part of these statements.



## Program Statement – Expense and Revenues

For the year ended 30 June 2008

	Program 1.1		Program 1.2		Program 1.3	
<b>AGENCY'S EXPENSES AND REVENUES</b>	<b>2008 \$'000</b>	<b>2007 \$'000</b>	<b>2008 \$'000</b>	<b>2007 \$'000</b>	<b>2008 \$'000</b>	<b>2007 \$'000</b>
<b>Expenses excluding losses</b>						
Operating expenses						
Employee related	<b>12,074</b>	11,410	<b>46,964</b>	33,591	<b>203,161</b>	179,058
Other operating expenses	<b>5,745</b>	4,909	<b>22,340</b>	14,450	<b>96,640</b>	77,028
Depreciation and amortisation	<b>740</b>	723	<b>2,877</b>	2,123	<b>12,448</b>	11,318
Grants and subsidies **	<b>177,799</b>	169,241	<b>149,618</b>	152,579	<b>84,221</b>	86,179
<b>Total expenses excluding losses</b>	<b>196,358</b>	186,283	<b>221,799</b>	202,743	<b>396,470</b>	353,583
<b>Revenue</b>						
Sales of goods and services	<b>4,994</b>	758	<b>51</b>	132	<b>221</b>	622
Investment revenue	<b>67</b>	71	<b>244</b>	257	<b>1,059</b>	1,191
Grants and contributions	<b>3,305</b>	807	<b>2,456</b>	39	<b>232</b>	591
Other revenue	<b>191</b>	2,903	<b>966</b>	142	<b>5,833</b>	2,124
<b>Total revenue</b>	<b>8,557</b>	4,539	<b>3,717</b>	570	<b>7,345</b>	4,528
(Gain)/loss on disposal of non-current assets	-	-	-	-	-	-
Other (gains)/losses	-	-	-	-	-	-
<b>Net cost of services</b>	<b>187,801</b>	181,744	<b>218,082</b>	202,173	<b>389,125</b>	349,055
Government contributions *	-	-	-	-	-	-
<b>NET EXPENDITURE/ (REVENUE) FOR THE YEAR</b>	<b>187,801</b>	181,744	<b>218,082</b>	202,173	<b>389,125</b>	349,055
<b>ADMINISTERED EXPENSES AND REVENUES</b>						
<b>Administered expenses</b>						
Other	-	-	-	-	-	-
<b>Total administered expenses</b>	-	-	-	-	-	-
<b>Administered revenues</b>						
Other	-	-	-	-	-	-
<b>Total administered revenues</b>	-	-	-	-	-	-
<b>Administered revenues less expenses</b>	-	-	-	-	-	-

The name and purpose of each program is summarised in Note 8.

\* Appropriations are made on an agency basis and not to individual programs. Consequently, government contributions must be included in the 'Not attributable' column.

\*\* For the 2007 comparatives \$77.8 million was reclassified from the community services program (Program 1.1) to the statutory child protection service (program 1.3) to align with 2008 budget initiatives.

## Supplementary Financial Statements

Program 1.4		Not attributable		Total	
2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
97,123	81,033	—	—	359,322	305,092
46,198	34,859	—	—	170,923	131,246
5,951	5,120	—	—	22,016	19,284
341,835	270,162	—	—	753,473	678,161
491,107	391,174	—	—	1,305,734	1,133,783
105	272	—	—	5,371	1,784
506	532	—	—	1,876	2,051
274	532	—	—	6,267	1,969
2,897	1,912	—	—	9,887	7,081
3,782	3,248	—	—	23,401	12,885
1,600	(69)	—	—	1,600	(69)
109	—	—	—	109	—
489,034	387,857	—	—	1,284,042	1,120,829
—	—	1,283,713	1,106,295	1,283,713	1,106,295
489,034	387,857	(1,283,713)	(1,106,295)	329	14,534
—	—	—	—	—	—
—	—	—	—	—	—
—	—	—	—	—	—
—	—	—	—	—	—
—	—	—	—	—	—

## Summary of Compliance with Financial Directives

	2008			
	Recurrent appropriation \$'000	Expenditure/ net claim on Consolidated Fund \$'000	Capital appropriation \$'000	Expenditure/ net claim on Consolidated Fund \$'000
<b>ORIGINAL BUDGET APPROPRIATION/EXPENDITURE</b>				
Appropriation Act	1,211,289	1,209,929	16,303	16,303
Additional appropriations	34,800	34,800	–	–
S24 PF&AA – transfer of functions between Departments	–	–	–	–
S26 PF&AA – Commonwealth specific purpose payments	–	–	–	–
	1,246,089	1,244,729	16,303	16,303
<b>OTHER APPROPRIATIONS/EXPENDITURE</b>				
Treasurer's advance	3,297	3,297	3,234	3,234
Transfers to/from another agency (s32 of the Appropriation Act)	123	123	1,560	1,560
Adjustment of 'advance to the Treasurer' (s28)	–	–	–	–
	3,420	3,420	4,794	4,794
<b>Total appropriations/expenditure/net claim on Consolidated Fund (includes transfer payments)</b>	<b>1,249,509</b>	<b>1,248,149</b>	<b>21,097</b>	<b>21,097</b>
<b>Amount drawn down against appropriation</b>	<b>–</b>	<b>1,248,268</b>	<b>–</b>	<b>21,097</b>
<b>Liability to Consolidated Fund *</b>	<b>–</b>	<b>119</b>	<b>–</b>	<b>–</b>

\* The liability to Consolidated Fund represents the difference between the 'Amount drawn down against appropriation' and the 'Total expenditure/net claim on Consolidated Fund'.

The summary of compliance is based on the assumption that Consolidated Fund monies are spent first (except where otherwise identified or prescribed).

## Supplementary Financial Statements

2007			
Recurrent appropriation \$'000	Expenditure/ net claim on Consolidated Fund \$'000	Capital appropriation \$'000	Expenditure/ net claim on Consolidated Fund \$'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
—	—	—	—

## Notes to and forming part of the Financial Statements

For the year ended 30 June 2008

### 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 accounts.

This financial report for the year ended 30 June 2008 has been authorised for issue by the Director-General on 25 September 2008.

#### (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 Accounting Interpretations)
- the requirements of the *Public Finance and Audit Act 1983* and Regulation
- 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, and assets (or disposal groups) held for sale are measured at fair value. Other financial report items are prepared in accordance with the historical cost convention.

Judgements, 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 Australian Accounting Interpretations.

#### (d) 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 and contributions

Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenue 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 16 '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 Department 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 revenue

Interest revenue is recognised using the effective interest method as set out in AASB 139 *Financial Instruments: Recognition and Measurement*.



## **(e) Employee benefits and other provisions**

### **(i) Salaries and wages, annual 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 that is not expected to be taken within twelve months is measured at present value in accordance with AASB 119 *Employee Benefits*. Market yields on government bonds of 6.815% 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 five 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 (i.e. Basic Benefit and First State Super) is calculated as a percentage of the employee's salary. For other superannuation schemes (i.e. 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 outflow of resources will be required to settle the obligation; and a reliable estimate can be made of the amount of the obligation.

## **(f) 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.

## **(g) 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.

Cash flows are included in the cash flow statement on a gross basis. However the GST components of cash flows arising from investing and financing activities which is recoverable from, or payable to, the Australian Taxation Office are classified as operating cash flows.

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 1. Summary of significant accounting policies cont.

#### (h) 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 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.

#### (i) Capitalisation threshold

Plant and equipment, and intangible assets costing \$5,000 and above individually (or forming part of a network costing more than \$5,000) are capitalised.

#### (j) 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 independent valuers at 30 June 2008 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.

When revaluing non-current assets by reference to current prices for assets newer than those being revalued (adjust to reflect the present condition of the assets), the gross amount and the related accumulated depreciation are separately restated.

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.

### **(k) Impairment of property, plant and equipment**

As a not-for-profit entity with no cash generating units, the Department is effectively exempted from AASB 136 *Impairment of Assets* and impairment testing. This is because AASB 136 modifies the recoverable amount test to the higher of fair value less costs to sell and depreciated replacement cost. This means that, for an asset already measured at fair value, impairment can only arise if selling costs are material. Selling costs are regarded as immaterial.

### **(l) 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.

All material separately identifiable components of assets are depreciated over their shorter useful lives.

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
Computer equipment	4 years
Leasehold improvements	whichever is the shorter of the term of the lease or useful life.

### **(m) 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.

### **(n) 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.

### **(o) 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 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.

Intangible assets are tested for impairment where an indicator of impairment exists. If the recoverable amount is less than its carrying amount, the carrying amount is reduced to recoverable amount and the reduction is recognised as an impairment loss.

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 1. Summary of significant accounting policies cont.

#### (p) 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.

When an available for sale financial asset is impaired, the amount of the cumulative loss is removed from equity and recognised in the operating statement, based on the difference between the acquisition cost (net of any principal repayment and amortisation) and current fair value, less any impairment loss previously recognised in the operating statement.

Any reversals of impairment losses are reversed through the operating statement, where there is objective evidence. Reversals of impairment losses of financial assets carried at amortised cost cannot result in a carrying amount that exceeds what the carrying amount would have been had there not been an impairment loss.

#### (q) Derecognition of financial assets and financial liabilities

A financial asset is derecognised when the contractual rights to the cash flows from the financial assets expire; or if the agency transfers the financial asset:

- where substantially all the risks and rewards have been transferred; or
- where the agency has not transferred substantially all the risks and rewards, if the entity has not retained control.

Where the agency has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of the agency's continuing involvement in the asset.

A financial liability is derecognised when the obligation specified in the contract is discharged, cancelled or expires.

#### (r) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. These financial assets 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 22. 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**

Except when an Australian Accounting Standard permits or requires otherwise, comparative information is disclosed in respect of the previous year for all amounts reported in the financial statements.

Comparatives have been reclassified, where necessary, on a basis consistent with current year disclosure.

### **(w) Non-current assets held for sale**

The Department has certain non-current assets classified as held for sale, where their carrying amount will be recovered principally through a sale transaction, not through continuing use. Non-current assets held for sale are recognised at the lower of carrying amount and fair value, less costs to sell. These assets are not depreciated while they are classified as held for sale.

### **(x) 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 101 and AASB 2007-8 'Presentation of Financial Statements'	Effective for annual reporting periods beginning on or after 1 January 2009
AASB 1004 'Contributions'	Effective for annual reporting periods beginning on or after 1 July 2008
AASB 123 & AASB 2007-6 'Borrowing Costs'	Effective for annual reporting periods beginning on or after 1 January 2009
AASB 127 & AASB 2008-3 'Consolidated and Separate Financial Statements'	Effective for annual reporting periods beginning on or after 1 July 2009
AASB 1049 'Whole of Government and General Government Sector Financial Reporting'	Effective for annual reporting periods beginning on or after 1 July 2008
AASB 2007-9 'Amendments to Australian Accounting Standards arising from review of AASB 27, 29 and 31'	Effective for annual reporting periods beginning on or after 1 July 2008
Interpretation 4 'Determining whether an Arrangement contains a Lease'	Effective for annual reporting periods beginning on or after 1 January 2008
Interpretation 12 'Service Concession Arrangements'	Effective for annual reporting periods beginning on or after 1 January 2008
Interpretation 129 'Service Concession Arrangements: Disclosures'	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.

These standards 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 2008

### 2. Expenses excluding losses

	2008 \$'000	2007 \$'000
<b>(a) Employee related expenses</b>		
Salaries and wages (including recreation leave)	295,354	251,217
Superannuation – defined contribution plans	21,318	17,723
Superannuation – defined benefit plans	5,627	4,717
Long service leave	8,503	5,039
Workers compensation insurance	8,232	9,017
Payroll tax and fringe benefit tax	20,288	17,379
	<b>359,322</b>	<b>305,092</b>
<b>(b) Other operating expenses</b>		
Auditor's remuneration – audit of the financial report	287	187
Bad and doubtful debts	(12)	97
Operating lease rental expense – minimum lease payments	28,000	23,260
Maintenance	1,652	1,625
Insurance	493	467
Advertising	4,169	1,459
Cleaning	2,230	1,933
Computer services costs	23,293	15,178
Consultants	1,956	1,401
Contracted corporate services costs	44,865	35,884
Legal costs	5,824	4,587
Motor vehicle running costs	12,185	10,381
Postal and telephone	4,732	4,558
Printing	1,191	1,161
Staff development	11,416	8,436
Stores	2,759	2,568
Travelling, removal and subsistence	5,661	4,171
Utilities	2,027	1,836
Fees – contractors	6,249	3,706
Miscellaneous	11,946	8,351
	<b>170,923</b>	<b>131,246</b>

	2008 \$'000	2007 \$'000
<b>(c) Depreciation and amortisation expense</b>		
<b>Depreciation</b>		
Buildings	1,289	1,349
Plant and equipment	9,567	7,876
	<b>10,856</b>	9,225
<b>Amortisation</b>		
Leasehold improvements	9,112	6,509
Intangibles	2,048	3,550
	<b>11,160</b>	10,059
	<b>22,016</b>	19,284
<b>(d) Grants and subsidies</b>		
Prevention and early intervention	149,249	152,242
Refuges for men and women	120,815	117,194
Disaster welfare	5,179	1,399
Out-of-home care	341,077	269,432
Community services program	51,709	50,633
Statutory child protection service	82,631	84,454
NSW Businesslink	2,813	2,807
	<b>753,473</b>	678,161

In 2007, \$77.8 million was reclassified from the community services program to statutory child protection service to align with 2007/08 budget initiatives.

### 3. Revenues

#### (a) Sale of goods and services

Rendering of services – Department of Ageing, Disability and Home Care	391	1,063
Rendering of services – Disaster welfare	4,980	721
	<b>5,371</b>	1,784

#### (b) Investment revenue

Interest revenue from financial assets at fair value through profit or loss		
Interest	1,876	2,051

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 3. Revenues cont.

	2008 \$'000	2007 \$'000
<b>(c) Grants and contributions</b>		
<b>Commonwealth</b>		
Orana Far West Safe Houses Project	820	–
Refugee Minors	99	99
Reduction in Violence Against Women	–	655
National Youth Week	73	146
Lebanon evacuation	–	104
Apprenticeship Scheme	27	–
Universal Access to Early Childhood Education	2,250	–
NSW Forgotten Australian Memorial funding	17	–
	<b>3,286</b>	1,004
<b>State</b>		
Redfern/Waterloo Street Team	721	721
Cabramatta Anti-Drug Strategy	–	200
Illicit Drug Initiative	–	44
Community NSW funding	1,673	–
Memorandum Of Understanding – Education Services for Children and Young People in Out-of-Home Care	14	–
Illicit Drug Diversion Initiative funding for Youth Drug and Alcohol Court Program	178	–
Attorney General's Information, Communication and Technology Support	138	–
Housing Support Costs	77	–
Non Government Workforce Capacity	118	–
Indigenous Womens Leadership Program	62	–
	<b>2,981</b>	965
Total grants and contributions	<b>6,267</b>	1,969
<b>(d) Other revenue</b>		
Overseas adoption receipts	897	1,172
Other receipts	449	339
Treasury Managed Fund hindsight premium adjustment	5,530	1,379
Joint Investigation Response Team revenue	1,219	1,210
Reimbursement of costs for young people with a disability	364	1,944
Reimbursement of payments to Crown Solicitor	309	–
International kidnapping	516	237
Miscellaneous	603	800
	<b>9,887</b>	7,081

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

	2008 \$'000	2007 \$'000
(Gain)/loss on disposal of non-current assets held for sale		
Proceeds from disposal	4,894	–
Written down value of assets disposed	6,415	–
Net (gain)/loss on disposal of non-current assets held for sale	1,521	–
(Gain)/loss on disposal of land and buildings, plant and equipment:		
Proceeds from disposal	–	2,049
Written down value of assets disposed	79	1,980
Net (gain)/loss on disposal of land and buildings, plant and equipment	79	(69)
Total net (gain)/loss on disposal of non-current assets	1,600	(69)

#### 5. Other (gains)/losses

Impairment loss of non-current assets held for sale	109	–
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#### 6. Appropriations

##### Recurrent appropriations

Total recurrent drawdowns from NSW Treasury (per Summary of Compliance)	1,248,268	1,065,714
Less: Liability to Consolidated Fund (per Summary of Compliance)	(119)	–
	1,248,149	1,065,714

Comprising:

Recurrent appropriations (per Operating Statement)	1,248,149	1,065,714
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##### Capital appropriations

Total capital drawdowns from NSW Treasury (per Summary of Compliance)	21,097	30,543
Less: Liability to Consolidated Fund (per Summary of Compliance)	–	–
	21,097	30,543

Comprising:

Capital appropriations (per Operating Statement)	21,097	30,543
	21,097	30,543

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 7. Acceptance by the crown entity of employee benefits and other liabilities

	2008 \$'000	2007 \$'000
The following liabilities and/or expenses have been assumed by the Crown Entity or other government agencies:		
Superannuation – defined benefit	5,627	4,716
Long service leave	8,503	5,039
Payroll tax	337	283
	<b>14,467</b>	<b>10,038</b>

### 8. 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.



## 9. Current assets – cash and cash equivalents

	2008 \$'000	2007 \$'000
Cash on hand	201	192
Cash at bank	14,652	6,515
Closing cash and cash equivalents	14,853	6,707
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 and cash equivalents (per Balance Sheet)	14,853	6,707
Closing cash and cash equivalents (per Cash Flow Statement)	14,853	6,707
Cash at bank includes \$119,000 (2007: \$Nil) owed to Consolidated Fund that is a restricted asset. Refer Note 23 for details regarding credit risk, liquidity risk and market risk arising from financial instruments.		

## 10. Current assets – receivables

Miscellaneous receivables	2,315	6,453
Less: Allowance for impairment	(410)	(497)
	1,905	5,956
Amounts due from the State	1,156	1,054
GST recoveries	6,470	6,240
Prepayments	197	315
	9,728	13,565
<b>Movement in the allowance for impairment</b>		
Balance at 1 July	(497)	(428)
Amounts written off during the year	61	7
Increase/(decrease) in allowance recognised in profit or loss	26	(76)
Balance at 30 June	(410)	(497)

Details regarding credit risk, liquidity risk and market risk, including financial assets that are either past due or impaired, are disclosed in Note 23.

## 11. Non-current assets held for sale

Land	838	3,289
Buildings	–	628
	838	3,917

Properties classified under this category are expected to be sold in the following financial year through a number of disposal options, including auctioning the properties.

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 12. Non-current assets – property, plant and equipment

	Land and buildings \$'000	Plant and equipment \$'000	Leasehold improvements \$'000	Total \$'000
<b>At 1 July 2007 – fair value</b>				
Gross carrying amount	73,144	46,871	58,190	178,205
Accumulated depreciation and impairment	(547)	(20,079)	(20,922)	(41,548)
Net carrying amount	72,597	26,792	37,268	136,657
<b>At 30 June 2008 – fair value</b>				
Gross carrying amount	86,668	53,694	70,566	210,928
Accumulated depreciation and impairment	(604)	(28,725)	(28,260)	(57,589)
Net carrying amount	86,064	24,969	42,306	153,339

For land and buildings, fair value was based on an independent assessment as at 30 June 2008. As accumulated depreciation is written back at revaluation, the accumulated depreciation does not include depreciation on re-valued assets.

Works in progress totalling \$18.2m (2007: \$28.1m) are included in property plant and equipment.

This is comprised of:

Land and buildings \$5.0m (2007: \$1.5m), Plant and equipment \$5.0m (2007: \$10.5m) and Leasehold improvements \$8.2m (2007: \$16.1m).

#### 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 2008

Net carrying amount at start of year	72,597	26,792	37,268	136,657
Additions	2,331	7,765	14,208	24,304
Reclassification from receivables to land & buildings	6,159	–	–	6,159
Reclassification to assets held for sale	(3,445)	–	–	(3,445)
Disposals	–	(21)	(58)	(79)
Net revaluation increment less revaluation decrements	9,711	–	–	9,711
Depreciation expense	(1,289)	(9,567)	(9,112)	(19,968)
Net carrying amount at end of year	86,064	24,969	42,306	153,339

	Land and buildings \$'000	Plant and equipment \$'000	Leasehold improvements \$'000	Total \$'000
<b>At 1 July 2006 – fair value</b>				
Gross carrying amount	75,728	39,006	45,118	159,852
Accumulated depreciation and impairment	(485)	(15,982)	(15,963)	(32,430)
Net carrying amount	75,243	23,024	29,155	127,422
<b>At 30 June 2007 – fair value</b>				
Gross carrying amount	73,144	46,871	58,190	178,205
Accumulated depreciation and impairment	(547)	(20,079)	(20,922)	(41,548)
Net carrying amount	72,597	26,792	37,268	136,657
<b>Reconciliations</b>				
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.				
<b>Year ended 30 June 2007</b>				
Net carrying amount at start of year	75,243	23,024	29,155	127,422
Additions	1,325	13,807	14,668	29,800
Reclassify to intangibles	–	(2,149)	–	(2,149)
Reclassify to assets held for sale	(3,917)	–	–	(3,917)
Disposals	(1,920)	(14)	(46)	(1,980)
Net revaluation increment less revaluation decrements	3,215	–	–	3,215
Depreciation expense	(1,349)	(7,876)	(6,509)	(15,734)
Net carrying amount at end of year	72,597	26,792	37,268	136,657

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 13. Intangible assets

	2007 \$'000	2006 \$'000
<b>At 1 July</b>		
Cost (gross carrying amount)	37,805	30,413
Accumulated depreciation and impairment	(30,883)	(24,394)
Net carrying amount	6,922	6,019

	2008 \$'000	2007 \$'000
<b>At 30 June</b>		
Cost (gross carrying amount)	<b>41,092</b>	37,805
Accumulated depreciation and impairment	<b>(32,931)</b>	(30,883)
Net carrying amount	<b>8,161</b>	6,922

#### 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.

	Software intangibles \$'000	Software intangibles under construction \$'000	2008 \$'000	2007 \$'000
<b>Year ended 30 June</b>				
Net carrying amount at start of year	3,382	3,540	<b>6,922</b>	6,019
Additions	442	2,845	<b>3,287</b>	2,304
Reclassification from property, plant and equipment	–	–	–	2,149
Amortisation expense	(2,048)	–	<b>(2,048)</b>	(3,550)
Net carrying amount at end of year	1,776	6,385	<b>8,161</b>	6,922

## 14. Current/non-current payables

	2008 \$'000	2007 \$'000
<b>Current liabilities – payables</b>		
Accrued salaries, wages and on-costs	4,083	2,360
Creditors	32,271	29,174
Payroll deductions	2,961	2,708
	<b>39,315</b>	<b>34,242</b>
<b>Non-current liabilities – payables</b>		
Unearned revenue	8,000	8,000
Development costs payable	4,614	2,850
	<b>12,614</b>	<b>10,850</b>

Details regarding credit risk, liquidity risk and market risk, including a maturity analysis of the above payables are included in Note 23.

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 non-interest-bearing advances from projected sales proceeds. The Department received \$8.0 million from Landcom in 2004/05, pending development and sale of the Mittagong property. The advance will be recognised progressively in the Operating Statement, as sales occur. The first sales proceeds are expected to be realised in 2008/09. At 30 June 2008, the Department owed Landcom \$4.614 million (\$2.850 million in 2007) for development costs.

## 15. Current/non-current liabilities – provisions

<b>Employee benefits and related on-costs</b>		
Recreation leave	28,399	25,997
Payroll tax	4,339	3,989
Workers compensation	2,585	2,524
<b>Total provisions</b>	<b>35,323</b>	<b>32,510</b>
<b>Aggregate employee benefits and related on-costs</b>		
Provisions – current	35,124	32,327
Provisions – non-current	199	183
Accrued salaries, wages and on-costs (Note 14)	4,083	2,360
	<b>39,406</b>	<b>34,870</b>

The current provision includes \$9.158 million of annual leave entitlements accrued but not expected to be taken within 12 months (\$4.201 million at 30 June 2007).

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 16. Current liabilities – other

	2008 \$'000	2007 \$'000
<b>Liability to Consolidated Fund</b>		
Recurrent	119	–
Capital	–	–
	<b>119</b>	<b>–</b>

### 17. Changes in equity

	Accumulated funds		Asset revaluation reserve		Total equity	
	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000	2008 \$'000	2007 \$'000
<b>Balance at the beginning of the financial year</b>	<b>33,877</b>	47,528	<b>56,289</b>	53,957	<b>90,166</b>	101,485
<b>Changes in equity – other than transactions with owners as owners</b>						
Surplus/(deficit) for the year	(329)	(14,534)	–	–	(329)	(14,534)
Increment/(decrement) on revaluation of land and buildings		–	9,711	3,215	9,711	3,215
	(329)	(14,534)	9,711	3,215	9,382	(11,319)
<b>Transfers within equity</b>						
Asset revaluation reserve balance transferred to accumulated funds on disposal of asset	3,139	883	(3,139)	(883)	–	–
	3,139	883	(3,139)	(883)	–	–
<b>Balance at the end of the financial year</b>	<b>36,687</b>	33,877	<b>62,861</b>	56,289	<b>99,548</b>	90,166

#### 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.



## 18. Commitments for expenditure

	2008 \$'000	2007 \$'000
<b>(a) Capital commitments</b>		
Aggregate capital expenditure contracted for at balance date and not provided for:		
Not later than one year	–	–
Total (including GST)	–	–
<b>(b) Other expenditure commitments</b>		
Aggregate other expenditure contracted for at balance date and not provided for:		
Not later than one year	2,848	7,438
Total (including GST)	2,848	7,438
<b>(c) Operating lease commitments</b>		
Future non-cancellable operating lease rentals not provided for and payable:		
Not later than one year	32,842	31,977
Later than one year but not later than five years	78,602	81,582
Later than five years	9,233	12,520
Total (including GST)	120,677	126,079
Operating leases relate to office accommodation, community services centres and motor vehicles. The Department does not have an option to purchase the leased asset at the expiry of the lease period.		
<b>(d) Grants expenditure commitments</b>		
Aggregate grants expenditure contracted for at balance date and not provided for:		
Not later than one year	513,052	484,800
Later than one year but not later than five years	141,192	222,586
Total (including GST)	654,244	707,386

### Prior period error

Grants expenditure commitments for the comparative period have been restated to correct an error made in the prior period. The error relates to the omission of one-year grant agreements that had been approved prior to the 2007 balance date but not reflected in the relevant amount. As a result, the 'Not later than one year' category was understated by \$411.7 million in last year's financial report.

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 \$70.7 million (2007: \$76.4 million) that are expected to be recovered from the Australian Taxation Office.

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 19. Contingent liabilities and contingent assets

	2008 \$'000	2007 \$'000
<b>Contingent liabilities</b>		
Claims relating to children and persons in care	9,349	12,091
Miscellaneous claims	–	–
	<b>9,349</b>	<b>12,091</b>

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.

### 20. Budget review

#### Net cost of services

The actual net cost of services was lower than budget by \$1.2 million primarily due to:

- (a) Expenses – increase of \$10.7 million on budget resulting from:
  - (i) a decrease in employee related costs of \$7.3 million mainly relating to long service leave and salaries and wages expenses
  - (ii) an increase of \$18.3 million in other operating expenses mainly attributable to increased outsourced corporate services and information and technology expenses
  - (iii) a decrease in grants and subsidies of \$0.3 million.
- (b) Total revenue – increase of \$13.6 million on budget resulting from:
  - (i) an increase in sale of goods and services of \$4.7 million
  - (ii) an increase in grants and contributions of \$0.8 million
  - (iii) an increase in other revenues of \$8.3 million.
- (c) An increase in the loss on disposal of non-current assets of \$1.6 million relating to the sale of land and buildings.

#### Assets and liabilities

The variance in net assets of \$15.1 million is reflected by:

- (a) Assets – \$16.8 million over budget resulting from:
  - (i) Current assets  
A decrease of \$6.8 million due a decrease in receivables of \$4.4 million and assets held for sale \$3.1 million.
  - (ii) Non-current assets  
An increase in property, plant and equipment and intangible assets of \$23.6 million mainly due to a revaluation increase of \$9.7 million as well as additional and improved accommodation for increased caseworkers.
- (b) Liabilities were \$1.7 million over budget resulting mainly from an increase of \$1.8 million for property development costs owing to Landcom.

#### Cash flows

The cash position was \$0.7 million higher than budget. The increase is mainly reflected by increased GST recoveries offset by increased expenditure on grants and other expenditure.

## 21. Reconciliation of net cash flows from operating activities to net cost of services

	2008 \$'000	2007 \$'000
<b>Net cash used on operating activities</b>	<b>31,595</b>	25,167
Cash flows from Government/appropriations	(1,269,246)	(1,096,257)
Acceptance by the Crown Entity of employee benefits and other liabilities	(14,467)	(10,038)
Net gain/(loss) on disposal of assets	(1,600)	69
Loss on impairment	(109)	–
Depreciation and amortisation	(22,016)	(19,284)
Decrease/(increase) in creditors	(7,708)	(15,957)
Decrease/(increase) in provisions	(2,813)	(4,439)
Increase/(decrease) in prepayments and other assets	2,322	(90)
Net cost of services	(1,284,042)	(1,120,829)

## 22. Trust funds

The Department holds money in miscellaneous trust funds which are used for wards and other persons in care and for natural disasters. These monies are excluded from the financial statements as the Department 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	1,632	1,683
Add: Receipts	118	291
Less: Expenditure	(20)	(342)
Cash balance at the end of the financial year	1,730	1,632

### (b) Wards trust fund

Cash balance at the beginning of the financial year	38	36
Add: Receipts	3	2
Cash balance at the end of the financial year	41	38

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 23. Financial instruments

The Department's principal financial instruments are outlined below. These financial instruments arise directly from the Department's operation. The Department does not enter into or trade financial instruments, including derivative financial instruments, for speculative purposes. The Department's main risks arising from financial instruments are outlined below, together with the Department's objectives, policies and processes for measuring and managing risk. Further quantitative and qualitative disclosures are included throughout this financial report. The Audit Committee has overall responsibility for the establishment and oversight of risk management and reviews and agrees to policies for managing each of these risks. Risk management policies are established to identify and analyse the risks faced by the Department, to set risk limits and controls and to monitor risks. Compliance with policies is reviewed by the Audit Committee on a continuous basis.

#### (a) Financial instrument categories

Financial assets	Note	Category	Carrying amount 2008 \$'000	Carrying amount 2007 \$'000
<b>Class:</b>				
Cash and cash equivalents	9	N/A	<b>14,853</b>	6,707
Receivables	10	Loans and receivables (at amortised cost)	<b>3,061</b>	7,010
<b>Financial liabilities</b>				
<b>Class:</b>				
Payables	14	Financial liabilities measured (at amortised cost)	<b>43,929</b>	37,092

Note: Receivables exclude statutory receivables and prepayments (ie not within scope of AASB 7). Payables exclude unearned revenue (ie not within scope of AASB 7).

#### (b) Credit risk

Credit risk arises when there is the possibility of the Department's debtors defaulting on their contractual obligations, resulting in a financial loss to the Department. The maximum exposure to credit risk is generally represented by the carrying amount of the financial assets (net of any allowance for impairment).

Credit risk arises from the financial assets of the Department, including cash, receivables and authority deposits. No collateral is held by the Department. The Department has not granted any financial guarantees. Credit risk associated with the Department's financial assets, other than receivables, is managed through the selection of counterparties and establishment of minimum credit rating standards. Authority deposits held with NSW TCorp are guaranteed by the State.

#### 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. The TCorp Hour Glass cash facility is discussed in paragraph (d) below.

### Receivables – trade debtors

All trade debtors are recognised as amounts receivable at balance date. Collectibility of trade debtors is reviewed on an ongoing basis. Procedures as established in the Treasurer's Directions are followed to recover outstanding amounts, including letters of demand. Debts which are known to be uncollectible 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. This evidence includes past experience, and current and expected changes in economic conditions and debtor credit ratings. No interest is earned on trade debtors. Sales are made on 30 day terms.

The Department is not materially exposed to concentrations of credit risk to a single trade debtor or group of debtors. Based on past experience, debtors that are not past due (2008: \$1.127m; 2007: \$0.213m) and not less than six months past due (2008: \$0.896m; 2007: \$0.930m) are not considered impaired and together these represent 58.3% of the total trade debtors.

Most of the Department's debtors have a AAA credit rating. There are no debtors which are currently not past due or impaired whose terms have been renegotiated.

The only financial assets that are past due or impaired are 'sales of goods and services' in the 'receivables' category of the balance sheet.

	Total \$'000	Past due but not impaired \$'000	Considered impaired \$'000
<b>2008</b>			
< 3 months overdue	47	47	–
3 months – 6 months overdue	32	32	–
> 6 months overdue	1,306	896	410
<b>2007</b>			
< 3 months overdue	185	185	–
3 months – 6 months overdue	115	115	–
> 6 months overdue	1,428	930	498

The ageing analysis excludes statutory receivables, as these are not within the scope of AASB 7 and excludes receivables that are not past due and not impaired. Therefore the total will not reconcile to the receivable total recognised in the balance sheet.

Each column in the table reports gross receivables.

### Authority deposits

The Department has placed its wards trust 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.

The deposits at balance date were earning an average interest rate of 7.75% (2007 – 6.45%) while over the year the weighted average interest rate was 6.96% (2007 – 6.19%) on a weighted balance during the year of \$40,257 (2007 – \$37,688). None of these assets are past due or impaired.

## Notes to and forming part of the Financial Statements cont.

For the year ended 30 June 2008

### 23. Financial instruments cont.

#### (c) Liquidity risk

Liquidity risk is the risk that the Department will be unable to meet its payment obligations when they fall due. The Department continuously manages risk through monitoring future cash flows. The objective is to maintain continuity of funding.

No assets have been pledged as collateral. The Department's exposure to liquidity risk is deemed insignificant based on prior periods' data and current assessment of risk. The liabilities are recognised for amounts due to be paid in the future for goods or 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 were made in the year ended 30 June 2008 (Nil – 30 June 2007).

The Department has access to the following lines of credit with Westpac Bank:

	2008 \$'000	2007 \$'000
Cheque Cashing Authority	989	994
Master Card	500	500
Payroll Agreement	5,520	5,520
Tape Negotiation Authority	80,000	80,000

These facilities are all unused as of 30 June 2008. (Nil – 30 June 2007).

The table below summarises the maturity profile of the Department's financial liabilities, together with the interest rate exposure.

#### Maturity Analysis and interest rate exposure of financial liabilities

			Interest rate exposure	Maturity dates	
	Weighed average effective interest rate	Nominal amount (1) \$'000	Non interest bearing \$'000	< 1 year \$'000	1–5 years \$'000
2008					
Payables:					
Payables	–	39,315	39,315	39,315	–
Development costs repayable *	–	4,614	4,614	–	4,614
Other	–	119	119	119	–
Total financial liabilities		44,048	44,048	39,434	4,614
2007					
Payables:					
Payables	–	34,242	34,242	34,242	–
Development costs repayable *	–	2,850	2,850	–	2,850
Other	–	–	–	–	–
Total financial liabilities		37,092	37,092	34,242	2,850

\* Development costs repayable are expected to be paid by sales proceeds as explained in Note 14.

(1) The amounts disclosed are the contractual undiscounted cash flows of each class of financial liabilities, therefore the amounts disclosed above will not reconcile to the balance sheet.



#### (d) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Department's exposure to market risk is primarily through interest rate risk on the Department's cash balances. The Department has no exposure to foreign currency risk and does not enter into commodity contracts.

The effect on profit and equity due to a reasonably possible change in risk variable is outlined in the information below, for interest rate risk and other price risk. A reasonably possible change in risk variable has been determined after taking into account the economic environment in which the Department operates and the time frame for the assessment (i.e. until the end of the next annual reporting period). The sensitivity analysis is based on risk exposures in existence at the balance sheet date. The analysis is performed on the same basis for 2007. The analysis assumes that all other variables remain constant.

##### Interest rate risk

Interest rate risk is the risk that the value of financial instruments will fluctuate due to changes in market interest rates. A reasonably possible change of +/- 1% is used, consistent with current trends in interest rates. The basis will be reviewed annually and amended where there is a structural change in the level of interest rate volatility. The Department's exposure to interest rate risk is set out below.

\$'000					
		-1%		+1%	
	Carrying amount	Profit	Equity	Profit	Equity
2008					
Financial assets					
Cash on hand	201	–	–	–	–
Cash at bank	14,652	(147)	(147)	147	147
Receivables	3,061	–	–	–	–
Financial liabilities					
Payables	39,315	–	–	–	–
Development costs repayable	4,614	–	–	–	–
2007					
Financial assets					
Cash on hand	192	–	–	–	–
Cash at bank	6,515	(65)	(65)	65	65
Receivables	7,010	–	–	–	–
Financial Liabilities					
Payables	34,242	–	–	–	–
Development costs repayable	2,850	–	–	–	–

#### (e) Fair value

Financial instruments are generally recognised at cost. The amortised cost of financial instruments recognised in the balance sheet approximates the fair value, because of the short-term nature of many of the financial instruments.

## 24. 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.

#### 2. Performance indicators

##### Aged analysis at the end of each quarter

	Current (within due date)	Less than 30 days overdue	Between 30 and 60 days overdue	Between 60 and 90 days overdue	More than 90 days overdue
September	\$215,404,333	\$14,794,810	\$2,873,375	\$785,419	\$1,122,777
December	\$316,837,237	\$6,508,320	\$2,254,317	\$1,473,965	\$1,532,154
March	\$76,162,400	\$6,502,909	\$2,031,617	\$645,952	\$1,743,819
June	\$223,716,594	\$4,833,294	\$1,914,632	\$842,072	\$1,870,252

##### Accounts paid on time within each quarter

	Target	Actual	Payment processed on time	Total payments processed in quarter
September	90%	87%	\$27,520	\$31,665
December	90%	88%	\$27,297	\$31,134
March	90%	78%	\$18,729	\$24,153
June	90%	84%	\$28,119	\$33,654

DoCS paid penalties totalling \$10,000 for late payment of accounts.

### Major capital projects

During 2007/08 DoCS undertook \$24.3 million of capital expenditure relating to the Enhanced Service Delivery Accommodation Project and other capital projects.

### Credit card certification

DoCS administered 97 credit cards as at 30 June 2008. All cards were used 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

Nine properties were disposed of during 2007/08:

- Lot 1 Clairvaux Street, Katoomba
- 123A Lindsay Street, Campbelltown
- 5 Rondelay Drive, Castle Hill
- 49 Moruya Parade, Kotara
- 19 Ficus Street, Katoomba
- 55 Fitzroy Street, Grafton
- 31 Carrington Street, Lismore
- 9 Troy Place, Winston Hills
- 23 Oriana Street, Coffs Harbour

The properties were formerly used as group homes, residential care homes or office accommodation 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 Addendum for details of funds granted to non-government organisations.

## Additional financial details cont.

### Use of consultants

#### 1. Engagement greater than \$30,000

Project title	Consultant	Cost (\$)
Review of MOU b/w DoCS & DADHC	ARTD Consultants	45,398
Evaluation Report – Toomelah Boggabilla Project	RPR Consulting	37,455
Evaluation of IAG – Interim Report – Child Protection	ARTD Consultants	62,829
Drug Testing Policy	ARTD Consultants	32,784
Chart of Accountants	Matrix On Board	41,963
Fact Funding Investigation	Phoenix Legal Consulting PTY LTD	34,053
NSW Preschool Investment & Reform Program	Matrix On Board	519,543
NSW Preschool Investment & Reform Program	The Miller Group Social Policy	204,511
Early Intervention Program	The University of New South Wales	211,345
OOHC Evaluation	Ernst & Young	157,702
CSGP Review	Ernst & Young	150,573
Evaluation LIVE N LEARN	The Miller Group Social Policy	60,000
Planning for Family Violence ICM Project	Nexus Management Consulting	38,500
Evaluation of Supported Playgroups	ARTD Consultants	34,682
<b>Total</b>		<b>1,631,340</b>

#### 2. Engagement less than \$30,000

Consultancy engagements less than \$30,000 – total number 34	324,438
<b>Total</b>	<b>1,955,778</b>

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## Appendix 1 Legislation and legal changes

### Principal Acts administered as at 30 June 2008

- *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 (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

On 16 May 2008, the Minister for Community Services introduced into Parliament the *Children and Young Persons (Care and Protection) Amendment (Body Piercing and Tattooing) Bill 2008*, to amend the *Children and Young Persons (Care and Protection) Act 1998* to:

- prohibit the intimate body piercing of children under the age of 16 years and to require parental consent for non-intimate body piercing of children under the age of 16 years, and
- extend the circumstances in which it is an offence to tattoo a child or young person under the age of 18 years to include procedures such as scarification, branding and beading.

### Other legislation conferring rights of children in care of the state

The *Human Tissues Amendments (Children in Care of State) Bill 2008* was also introduced by the Minister for Health into Parliament on 16 May 2008, to amend the *Human Tissues Act 1983*. The Bill when passed by Parliament will allow tissue donation by children in care of the state if the principal care officer (i.e. CEO or Executive Officer of the designated agency) has provided formal consent and consulted with all relevant parties. The Bill also sets out the procedures to be followed in determining whether consent should be given, including consultation with relevant interested parties.

### Amendments to regulations and ministerial orders

To facilitate the introduction of licensing of school-based children's services on 1 July 2008, a Ministerial Order was gazetted on 18 April 2008 to enable the geographically-staged implementation process for the licensing of school-based children's services. The dates are as follows:

- 1 July 2008: Metro West and Metro South West DoCS regions
- 1 July 2009: Metro Central, Hunter and Central Coast, and Southern DoCS regions
- 1 July 2010: Northern and Western DoCS regions.

The Children's Services Regulation 2004 was also amended by the Children's Services Amendment (Miscellaneous) Regulation 2008 (the amending Regulation) to support the introduction of licensing of school-based children's services. The amending Regulation clarifies the application of transition dates and requirements concerning facilities and equipment; movement around school sites and authorised supervisors.



## Exchange of information

On 31 August 2007 the Children and Young Persons (Care and Protection) Regulation 2000 was amended by the Children and Young Persons (Care and Protection) Amendment Regulation 2007. The Federal Magistrates Court of Australia was added to the list of bodies with which the Director-General of the Department of Community Services may share information concerning the safety, welfare and wellbeing of children and young persons under section 248 of the *Children and Young Persons (Care and Protection) Act 1998*.

## Significant Judicial Decisions

### Re Elizabeth [2007] NSWSC 729

A decision of the Supreme Court about whether that Court was the appropriate forum to determine all the issues concerning a young person (16 year old girl) who was the subject of both a Community Treatment Order made by the Mental Health Review Tribunal and an interim care order in favour of the Minister made by the Children's Court. The Supreme Court held that the jurisdictions of the other tribunals should first be exhausted and the Supreme Court only involved if there was an exceptional circumstance of urgent need.

### SB v Parramatta Children's Court [2007] NSWSC 1297

A decision of the Supreme Court concerning the construction of section 106A, where it was held that it was not a ground for determining "in need of care" and that to refuse to hear a father, on the basis of one construction of the section, was a denial of procedural fairness.

### Re C and the Adoption Act 2000 [2007] NSWSC 768

In this case the applicant was a single woman from China who became a permanent resident of Australia in 2003 and adopted an abandoned child in China in 2007. The application was for a declaration that the adoption would be recognised in Australia pursuant to section 108 of the Act even though the "adoption registration certificate" she had obtained from China was not an adoption compliance certificate within the meaning of Article 23 of the Convention. The Court held a compliance certificate was required and that in the absence of this certificate no proceedings could be brought in a NSW Court in support of the adoption.

### Director-General DoCS v E & Ors [2007] NSWSC 209

The Director-General had become statutory guardian of E when all relevant consents were given. Because adoption proceedings were not able to be brought within 12 months, the Director-General applied for orders extending the Director-General's guardianship for a further 12 months or until further order of the court. The Court held that it had no power to do so.

### Director-General DoCS v D & Ors [2007] NSWSC 762

These proceedings involved an application to adopt a child of African parentage. The child was conceived as a result of the mother having been raped in a refugee camp. The mother was resettled in Australia where she gave birth to the child and subsequently consented to her adoption. Proceedings were taken for the child's adoption and an adoption order was made, however during those proceedings the mother sought to have her consent set aside and have the child returned to her care. The proceedings were taken on appeal and the Court of Appeal set aside the adoption order and ordered a rehearing of the matter. This judgment relates to the rehearing of the application by Brereton J. His Honour discussed at length the significance of adoption and parental responsibility orders and the role of culture in determining what is in a child's best interests.

### Application by Director-General, Department of Community Services re L (a child) [2008] NSWSC 235

The Court considered an application by the Director-General for an interim parental responsibility order under the *Adoption Act 2000* and found that contrary to the judgment of Bryson J in *Re BCG* [2003] NSWSC 1040 the Court can make an order under section 84(2) for interim parental responsibility to the Director-General when no application for adoption of a child has been made.

### MW and Director-General, DoCS S493/2007

This was a High Court decision delivered on 28 March 2008 in which consideration was given to the implications of the need for expedition in international child abduction matters.

## Appendix 2 Consultation

### Significant committees of the Department and names of committee members at 30 June 2008

#### 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 (from 6 March 2008)	Jennifer Mason BA (Hons), BSW (Hons & University Medal), MCrim
Director-General (to 5 March 2008)	Dr Neil Shepherd AM BVSc, PhD, BLegS (Hons 1)
Deputy Director-General, Operations	Annette Gallard BSoc Stud, MComm
A/Deputy Director-General, Service System Development	Linda Mallett <sup>1</sup> BSW (Hons), MSW, MBA, GCDR
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate BEc (Hons), MPlan
Deputy Director-General, Corporate Services	Josée Grisard <sup>2</sup> PSM BA (Hons), BSoc Sci, MA
Executive Director, Communities	Sonja Stewart BCom, LLB, GradDip LegPrac
A/Executive Director, Child and Family Welfare	Eija Roti <sup>3</sup> BA LLB
Executive Director, Service Funding Strategy	Toni Milne BEc, GAICD
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight BEd, Grad Dip (Ed Studies), EMPA, GAICD
A/Executive Director, Operations Support	Marilyn Chilvers BEc (Hons), Grad Dip Ter Ed, M App Stat
A/Executive Director, Operations Support	Helen Freeland <sup>4</sup> MSW
A/Executive Director, Operations Development	Anne-Maree Sabellico <sup>5</sup> BA Soc Sc
A/Executive Director, Helpline	Jody Grima <sup>6</sup> BA (WS), GradDip PA
Executive Director, Children's Services	John Tansey BA
Chief Information Officer	Kerry Holling BSc (Hons)
Chief Financial Officer	John Parisi B Bus, CPA
Director, Corporate Human Resources	Leon Newbery BA (Hons) MAPS
A/Regional Director, Metro Central	Lisa Charet <sup>7</sup> B App Sc
Regional Director, Metro South West	Janet Vickers BSW, Grad Dip Public Admin
Regional Director, Metro West	Margaret Oldfield BEd, GDPSM
A/Regional Director, Hunter and Central Coast	Liane Flynn <sup>8</sup> BSW, MSW
Regional Director, Southern	Jillian Herbert BSW, EMPA
Regional Director, Western	Glynis Ingram NNEB, AFAIM
Regional Director, Northern	Susan Priivald Ass Dip Com St, BAL, GC Soc Ad, EMPA

<sup>1</sup> From 28 March 2008. Previously Dr Gül Izmir, BSc (EE), MSc, PhD OR, FAICD.

<sup>2</sup> From 24 August 2007. Previously Alan Ramsey, BEc, ASA, to 6 July 2007.

<sup>3</sup> From 28 March 2008. Previously Linda Mallett.

<sup>4</sup> From 6 April 2008. Previously Myra Craig, BEd, Grad Dip Ed, Grad Dip Management.

<sup>5</sup> From 3 December 2007. Previously Anne Campbell, BA, BSW, EMPA, (on secondment to Special Commission of Inquiry into Child Protection Services in NSW).

<sup>6</sup> From 7 April 2008. Previously Helen Freeland.

<sup>7</sup> From 3 December 2007. Previously Ann-Maree Sabellico.

<sup>8</sup> From 10 March 2008. Previously Anne Maree Gleeson, BA, GradDip Adult Ed, MA Soc Stud.

## 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	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Josée Grisard

## ABORIGINAL REFERENCE GROUP

Chair	Robyn Bird-Hedges <sup>1</sup>
Deputy Chair	Kim Donohue <sup>2</sup>
Helpline	Stephanie Brasier
Metro Central Region	Casey Yarnold
Metro South West Region	Doreen Kelly
Metro West Region	Kelly Ramsden
Northern Region	Paul Dutton
Western Region	Betty Cragg
	Michael Hodges
Southern Region	Cameron Moss
Central Coast	Lynette Lawrie
New England	Trish Kelly

## AUDIT COMMITTEE

Committee members	Date commenced on committee	Meetings attended
Neil Shepherd (Director-General)	13 August 2002 to 5 March 2008	4
Jennifer Mason (Director-General)	15 April 2008	2
Donna Rygate (Deputy Director-General, Strategy, Communication and Governance)	27 October 2005	5
Josée Grisard (Deputy Director-General, Corporate Services)	21 August 2007	2
Gül Izmir (Deputy Director-General, Service Systems Development)	1 December 2005 to 20 March 2008	3
Linda Mallett (A/Deputy Director-General, Service System Development)	15 April 2008	2
Deborah Page (Independent member)	8 November 2000	6
Susan Lenehan (Independent member)	10 December 2002	6

<sup>1</sup> Michael Paduch-Duckett held position until November 2007.

<sup>2</sup> Robyn Bird-Hedges held the position until February 2008.

## BRIGHTER FUTURES PARTNERS SEMINAR

DoCS

Jennifer Mason  
 Linda Mallett  
 Toni Milne  
 Eija Roti  
 Marilyn Chilvers  
 Anne Mullen  
 Clare Rogers  
 Anne Maree Gleeson  
 Glynis Ingram  
 Anne-Maree Sabellico  
 Janet Vickers  
 Margaret Oldfield  
 Denise King  
 Anthena Hay  
 Chris Latta  
 Giuseppe Raymond Sanna  
 Greg Lansom  
 Helen Kakakios  
 Jenny Jones  
 Jenny Ranft  
 Lisa Charet  
 Liz Knight  
 Kerry Holling  
 Liane Flynn  
 Lynda Stubbs  
 Mona Moubrarak  
 Olivia Conolly  
 Peter Walsh  
 Pip Welman  
 Sara South  
 Sue Leahy  
 Wendy Wilson  
 Joanne Fadel  
 Ian Randall  
 Isabel Abbas

Bega Valley Shire Council	Anne Leydon
Brighter Futures Casino	Helen Daldleish
CareSouth	Andrew Munro
	Denise Kerry
Casino Neighbourhood Centre Inc	Linda Wimple
Centacare Newcastle	Bryan Dunn
Centacare Catholic Care	Jacqui Culver
	Julie Watkins
Jan Smith and Associates	Jan Smith
Mission Australia	Bill Dibley
	Barbara Jones
	Cheryl O'Donnell
	Deirdre Sawtell
	Kim Halhead
SDN Children's Services Inc	Julie Druce
	Victoria Jones
	Rebecca Johnson
	Lynne Bennett
	Souzi Taouil
Tharawal Aboriginal Corporation	Darryl Wright
	Helen Dunicliff
Barnardos	Jodi Burnstein
Benevolent Society	Jane Bray
	Jenni Hutchins
	Matthew Solomon
	Mabel Chow
	Linda Livingston
	Wendy Cobol
Uniting Church – Wesley Dalmar	Leslie Cook
Uniting Care Burnside	Annette Coleman
	Charlie Chubb
	Denise Psaila
	Jill Napier
	Servena McIntyre
	Reg Humphreys
	Robyn Woodward
	Sue Jennings
	Tanya Smith
	Melanie Law
	Liz Sanders
	Tony White
	Joy Fuller
	Joanne Colquhoun
	Derek Macarthur

Consortium of Neighbourhood Centres	Gretchen Young
	Raymond Nean
	Michele Bawden
	Kate Holt
Wandiyali	Steve Kilroy
	Karen O'Hara
Samaritans Foundation	Marette Gale
	Leanne Kelly
Cabramatta Family Centre	Vuong Van Nguyen
Council of Social Service of NSW	Linda Frow
Griffith University	Prof. Sharon Dawe
Local Community Services Association	Brian Smith
NSW Family Services Inc.	Sue Richards
University of Queensland	Dr. Paul Harnett
University of New South Wales	Kathy Tannous
Wesley Mission	Nathan Brown
	Peter O'Brien
	Petra Williams
	Marlene Rouhana



## CHILD PROTECTION MAJOR PROJECT COMMITTEE

Director-General (Chair)	Jennifer Mason
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Corporate Services	Josée Grisard
Deputy Director-General, Strategy Communication and Governance	Donna Rygate
A/Executive Director, Child and Family Welfare	Eija Roti
Executive Director, Service Funding Strategy	Toni Milne
Executive Director, Economics, Statistics and Research	Marilyn Chilvers
A/Executive Director, Operations Support	Helen Freeland
A/Executive Director, Operations Development	Anne-Maree Sabellico
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
Director, Child Protection and Out-of-Home Care Major Projects	Christine Howlett
Regional Director, Northern	Susan Priivald
Director, Legal Services	Rod Best
Director, Aboriginal Services	Carmen Parter

## COMMUNITIES DIVISION PARTNERS REFERENCE GROUP

DoCS	Jennifer Mason
	Sonja Stewart
	Annette Gallard
	Janet Schorer
Women's Legal Resource Centre	Janet Loughman
Local Community Services Association	Brian Smith
Youth Action Policy Association	Reynato Reodica
NSW Family Services Inc.	Sue Richards
Local Government and Shires Association	Noel Baum
Council of Social Service of NSW	Linda Frow
	Alison Peters
Regional Communities Consultative Committee	Lynda Summers
Philanthropy Australia	Louise Burton
Western Sydney Community Forum	Leah Godfrey
NSW Women's Refuge Working Party	Marilyn Fogarty
Regional Communities Consultative Council	Denise Martin

## COMMUNITY SERVICES GRANTS PROGRAM ROUNDTABLE

DoCS (Chair)	Toni Milne
	Maria Visotina
	Phillip Borg
	Geoff Patton
	Aqua Robins
	Boon-Chye Lee
	Judy Giese
	Marilyn Chilvers
	Jillian Herbert
Council of Social Service of NSW	Alison Peters
	Dev Mukherjee
Youth Action and Policy Association	Reynato Reodica
Western Sydney Community Forum	Mary Waterford
Local Government and Shires Association	Noel Baum
NSW Family Services Inc	Sue Richards
Local Community Services Association	Brian Smith
	Sandra Handley

## CORPORATE INFORMATION PROJECTS STEERING COMMITTEE

Director-General	Jennifer Mason
A/Deputy Director-General, Service System Development (Chair)	Linda Mallett
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Josée Grisard
A/Executive Director, Child and Family Welfare	Eija Roti
Executive Director, Service Funding Strategy	Toni Milne
Executive Director, Economics, Statistics and Research	Marilyn Chilvers
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
A/Executive Director, Operations Support	Helen Freeland
Director, Information Management	Julie Young
Chief Information Officer	Kerry Holling
Director, Operations System	Lyn Manitta
A/Regional Director, Metro Central	Lisa Charet
Project Manager, Corporate Information	Sandra Fields
Siebel Program Manager	Richard Eden

## EARLY INTERVENTION STEERING COMMITTEE

Director-General	Jennifer Mason
A/Deputy Director-General, Service System Development (Chair)	Linda Mallett
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Corporate Services	Josée Grisard
A/Executive Director, Child and Family Welfare	Eija Roti
A/Executive Director, Operations Development	Anne-Maree Sabellico
Executive Director, Service Funding Strategy	Toni Milne
A/ Executive Director, Business Intelligence and Performance	Elizabeth Knight
Regional Director, Metro South West	Janet Vickers
Director, Media and Communication	Wendy Seckold
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
Chief Information Officer	Kerry Holling

## ETHNIC AFFAIRS ADVISORY GROUP

DoCS	Mary Dimech
	Ildiko Kasa
Association of Childrens Welfare Agencies	Eric Scott
Australian Centre for Languages	Mark Lack
Bathurst Neighbourhood Centre	Ruth Schmid
Community Relations Commission for a Multicultural NSW	Peter Reynolds
Council of Social Service of NSW	Linda Frow
DoCS Multicultural Staff Reference Group	Kathy Tzanis
Ethnic Childcare Family and Community Services Co-op	Vivi Germanos-Koutsounadis
Ethnic Communities Council of NSW	Peter Polites
Ethnic Minorities Action Group	Cheryl Webster
Fairfield Community Resource Centre	Elaine Hirst
Granville Multicultural Community Centre	Paula Chegwidan
Illawarra Ethnic Communities Council	Terrie Leoleos
Immigrant Women's Speakout	Jane Brock
Migrant Resource Centre Forum	Karin Vasquez
NESB Women's Housing Scheme	Mira Mitrovic
Northern Settlement Services	Alex Burns
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	Jasmina Bajraktarevic
Refugee Support Network	Marisa Salem
Settlement Services Coalition	Edmond Nehme
Women's Refuge Resource Centre	Liliana Reynaud
Youth Accommodation Association	Michael Coffey
Youth Action and Policy Association	Reynato Reodica

## FUNDING REFORM STEERING COMMITTEE

Director-General	Jennifer Mason
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Corporate Services	Josée Grisard
Executive Director, Service Funding Strategy	Toni Milne
Director, Financial Services	John Parisi
Regional Director, Southern	Jillian Herbert
A/Executive Director, Operations Support	Helen Freeland
Director, Performance-Based Contracting	Judy Giese
Chief Information Officer	Kerry Holling
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
A/Director, Policy Development and Service Planning	Phillip Borg
A/Director, Service Monitoring and Review	Aqua Robins

## INFORMATION AND COMMUNICATION TECHNOLOGY STEERING COMMITTEE

Director-General	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Josée Grisard
A/Executive Director, Operations Support	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
Helpline	Cleopatra Raffoul
	Kara Rae-Minshall
Metro Central	Mariam Maatooq
	Mary Spilitopoulos
Metro West	Jose Vasquez
	Zeljka Music
	Mary Labbad
Metro South West	Kathy Tzanis
Northern	Deanna Fuller
	William Van Den Bosch
	Peter Schmidt
Western	Gargi Ganguly
	Isabel Abbass
Southern	Jasna Puticai
	Vasil Sribinovsk
Hunter	Claudia Medina
	Christopher Downie

## OUT-OF-HOME CARE MAJOR PROJECT COMMITTEE

Director-General (Chair)	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Josée Grisard
Executive Director, Economics, Statistics and Research	Marilyn Chilvers
A/Executive Director, Operations Development	Anne-Maree Sabellico
Executive Director, Service Funding Strategy	Toni Milne
A/Executive Director, Child and Family Welfare	Eija Roti
Regional Director, Northern	Susan Priivald
Director, Child Protection and Out-of-Home Care Major Project	Christine Howlett

THE PSYCHOLOGY EXPERT REFERENCE GROUP<sup>3</sup>

Deputy Director-General, Operations (Chair)	Annette Gallard
Executive Director, Economics, Statistics and Research	Marilyn Chilvers
A/Executive Director, Operations Development	Anne-Maree Sabellico
Director, Corporate Human Resources	Leon Newbery
Manager, Special Project (Psychology)	Suzanne Pope
A/Executive Director, Operations Support	Helen Freeland
Senior Research Fellow, University of NSW	Prof. Mark Dadds
Director, Clinical Psychology Programs, Wollongong University	A/Prof. Brin Grenyer
Director, Allied Health and Clinical Research MH-Kids, NSW Health	Dr Sandra Heriot
Senior Lecturer, Director of Clinical Training, University of Sydney	Dr Caroline Hunt
Director, Institute of Psychiatry, NSW Health	Dr Roslyn Montague

## RESEARCH ADVISORY COUNCIL

Director-General (Chair)	Jennifer Mason
A/Deputy Director-General, Service System Development	Linda Mallett
Southern Cross University	Prof. Judy Atkinson
University of Sydney	Prof. David Bennett
	Prof. Gwynnyth Llewellyn
	A/Prof. Judy Cashmore
Macquarie University	Prof. Jennifer Bowes
	Prof. Jacqueline Goodnow
University of New South Wales	Prof. Ilan Katz
	Prof. Sheila Shaver
University of Newcastle	Prof. Graham Vimpani

<sup>3</sup> Previously titled Psychology Project Board (title change effective July 2007).



## SAAP PERFORMANCE MONITORING FRAMEWORK IMPLEMENTATION WORKING GROUP

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg
Director, Partnership and Planning, Northern	Marg Millard
Director, Partnership and Planning, Metro Central	Robbie McInnes
Director, Performance-Based Contracting	Judy Giese
Principal Evaluator, Research and Evaluation	Inga Jacobsson
A/Director, Service Monitoring and Review	Aqua Robins
Manager, Policy Development	Anthony Shannon
Manager, Service Planning	Ian Clark
Manager, Family and Community Programs	Phillip Fowler
Senior Project Officer, NGO Training Program	David McGuire
Senior Project Officer, NGO Training Program	Heather Kemp
Senior Project Officer, NGO Training Program	Adrian Foon
A/Senior Project Officer, Service Planning (Secretariat)	Jessica Stewart
Youth Accommodation Association	Michael Coffey
Women's Refuge and Resource Centre	Cat Gander
	Taryn Champion
Homelessness NSW	Sue Cripps

## SEIBEL STEERING COMMITTEE

Director-General	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Josée Grisard
A/Executive Director, Helpline	Jody Grima
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
Director, Information Management	Julie Young
NSW Businesslink	John Kobal

## Ministerial committees

### COMMUNITY AND DISABILITY SERVICES MINISTERS' CONFERENCE (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 representatives

Minister for Community Services	
Minister for Ageing, Disability & 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	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard

### HOUSING MINISTERS' CONFERENCE (HMC) (JOINT SESSIONS INVOLVING HMC AND SAAP MINISTERS)

Minister for Housing	
Minister for Community Services	

### MINISTERIAL ADVISORY COMMITTEE

Director-General	Jennifer Mason
Aboriginal Child, Family and Community Care State Secretariat	Glendra Stubbs
Council of Social Service of NSW	Michelle Burrell
Association of Children's Welfare Agencies	Andrew McCallum
Barnardos Australia	Louise Voigt

## SUPPORTED ACCOMMODATION ASSISTANCE COUNCIL<sup>4</sup>

DoCS	Toni Milne
	Simone Walker
	Aylin Cimilli
NSW Federation of Housing Associations Inc (Chair)	Adam Farrar
Southern Youth and Family Services	Narelle Clay
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	Edward Greenaway
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## Members of significant interdepartmental committees and statutory bodies as at 30 June 2008

### ABORIGINAL CHILD SEXUAL ASSAULT SENIOR OFFICERS GROUP

Director, Strategic JIRT	Allana Christie
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### ABORIGINAL MATERNAL AND INFANT HEALTH STRATEGY STEERING COMMITTEE

Executive Director, Communities	Sonja Stewart
A/Executive Director, Child and Family Welfare	Eija Roti
A/Executive Director, Operations Development	Ann-Maree Sabellico

### ABORIGINAL AND TORRES STRAIT ISLANDER WORKING GROUP

Director, Aboriginal Services	Carmen Parter
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### ANAPHYLAXIS WORKING PARTY (NSW HEALTH)

Manager Programs and Projects, Children's Services	Ruth Newman
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### AREA ASSISTANCE SCHEME REGIONAL ADVISORY COMMITTEE

Manager, Community Program Support	Deidre Young
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### ANTISOCIAL BEHAVIOUR WORKING PARTY (PREMIERS DEPARTMENT)

Director, Legal Services	Roderick Best
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### BUSHFIRE COORDINATING COMMITTEE

A/Executive Director, Operations Support	Helen Freeland
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<sup>4</sup> Last meeting held September 2007.

**CHILD DEATH REVIEW TEAM**

A/Executive Director, Operations Support	Helen Freeland
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**CHIEF EXECUTIVE OFFICERS COUNTER-TERRORISM COORDINATION GROUP**

Director-General	Jennifer Mason
A/Executive Director, Operations Support	Helen Freeland

**CHIEF EXECUTIVE COMMITTEE**

Director-General	Jennifer Mason
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**CHILD PROTECTION SENIOR OFFICERS GROUP (HUMAN SERVICES AND JUSTICE AGENCIES)**

A/ Executive Director, Child and Family Welfare	Eija Roti
A/Executive Director, Operations Support	Helen Freeland
Assistant Director, Child Deaths and Critical Reports	Pam Swinfield
A/Manager, Child and Family Welfare	Jill Livingstone
A/Director, Child Protection	Louise Boulter

**CHILDREN'S COURT ADVISORY COMMITTEE**

Director, Legal Services	Roderick Best
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**COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) DATA AND EARLY CHILDHOOD SUB-GROUPS**

Executive Director, Children's Services	John Tansey
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**COAG REPORT ON GOVERNMENT SERVICES STEERING COMMITTEE**

Manager Programs and Projects, Children's Services	Ruth Newman
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**COMMUNITY REGENERATION EXPERT ADVISORY COMMITTEE**

Executive Director, Communities	Sonja Stewart
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**CONDUCT OF CARE PROCEEDINGS (LEGAL AID)**

Director, Legal Services	Roderick Best
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## DOCS/NSW HEALTH JOINT COMMITTEE ON METHADONE-RELATED CHILD DEATHS

A/Director, Complaints, Assessment and Review	Kate Alexander
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## DOCS/NSW HEALTH DIRECTOR-GENERAL MEETING

Director-General	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate

## DOCS/NSW HEALTH SENIOR OFFICER GROUP

Deputy Director-General, Operations	Annette Gallard
A/Deputy Director-General, Service System Development	Linda Mallett
A/Executive Director, Operations Support	Helen Freeland
A/Executive Director, Operations Development	Anne-Maree Sabellico
A/Executive Director, Child and Family Welfare	Eija Roti
A/Director, Strategic Policy	Michelle Smith

## DOCS/OFFICE OF COMMUNITY HOUSING (DEPARTMENT OF HOUSING)

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg

## DROUGHT WELFARE COORDINATION COMMITTEE

Director, State Disaster Recovery Centre	Wendy Graham
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## FAMILIES NSW SENIOR OFFICERS GROUP

Executive Director, Communities (Chair)	Sonja Stewart
Director, Strategy and Planning, Communities	Paul Murphy

## GOVERNMENT CONTACT CENTRE, PROJECT CONTROL GROUP

A/Executive Director, Operations Support	Helen Freeland
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## GOVERNMENT CHIEF INFORMATION OFFICER EXECUTIVE COUNCIL

Chief Information Officer	Kerry Holling
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## GOVERNMENT CHIEF INFORMATION OFFICERS CHANNELS AND ACCESS SENIOR OFFICERS GROUP

A/Executive Director, Operations Support	Helen Freeland
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## HOUSING AND HUMAN SERVICES ACCORD SENIOR OFFICERS GROUP (NSW DEPARTMENT OF HOUSING)

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg
A/Director, Strategic Policy	Michelle Smith

## HUMAN CAPITAL WORKING GROUP (COAG COMMITTEE)

A/Deputy Director-General, Service System Development	Linda Mallett
Executive Director, Children's Services	John Tansey

## HUMAN SERVICES AND JUSTICE CHIEF EXECUTIVE OFFICERS FORUM

Director-General	Jenifer Mason
Executive Director, Communities	Sonja Stewart

## HUMAN SERVICES CEOS NGO DEVELOPMENT AND SUPPORT WORKING GROUP

A/Deputy Director-General, Service System Development (Chair)	Linda Mallett
Executive Director, Communities	Sonja Stewart
Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg

## HUMAN SERVICES SENIOR OFFICER GROUP, WESTERN SYDNEY

Regional Director, Metro West (Chair)	Margaret Oldfield
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HUMAN SERVICES AND JUSTICE SENIOR OFFICERS GROUP<sup>5</sup>

Executive Director, Communities	Sonja Stewart
A/Executive Director, Child and Family Welfare	Eija Roti

## INTERAGENCY STANDING COMMITTEE FOR DISABILITY

A/Director, Policy Development and Service Planning	Phillip Borg
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## INEBRIATES TASKFORCE

Manager, Policy Development	Anthony Shannon
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## INTOXICATED PERSONS TASKFORCE

Manager, Policy Development	Anthony Shannon
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JOINT INVESTIGATION RESPONSE TEAMS CHIEF EXECUTIVE OFFICERS GROUP  
(WITH NSW POLICE AND NSW HEALTH)

Director-General (Chair)	Jennifer Mason
Deputy Director-General, Operations	Annette Gallard
Director, Strategic JIRT	Allana Christie

## JOINT INVESTIGATION RESPONSE TEAM STATEWIDE MANAGEMENT GROUP

Deputy Director-General, Operations (Chair)	Annette Gallard
A/Executive Director, Operations Support	Helen Freeland
Director, JIRT Strategy	Allana Christie
A/Manager, JIRT Coordination Unit	Cherie Smith

<sup>5</sup> Previously titled Human Services CEOS Senior Officers Group (The Cabinet Office) until September 2007.



## MENTAL HEALTH SENIOR OFFICERS GROUP

A/Director, Strategic Policy	Michelle Smith
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## NATIONAL COMMUNITY SERVICES INFORMATION MANAGEMENT GROUP

A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
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## NSW BUSINESSLINK BOARD

Director-General	Jennifer Mason
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## NSW CHILDREN AND YOUNG PEOPLE'S HEALTH PRIORITY TASKFORCE

Executive Director, Communities	Sonja Stewart
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## NSW EXECUTIVE OF AUSTRALIA AND NEW ZEALAND EDUCATION LAW ASSOCIATION

Director, Legal Services	Roderick Best
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## NSW GOVERNMENT IMMIGRATION AND SETTLEMENT PLANNING COMMITTEE

Manager, Multicultural Services	Mary Dimech
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## NSW LAW SOCIETY FAMILY ISSUES COMMITTEE

Director, Legal Services	Roderick Best
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## NSW LAW SOCIETY SPECIALIST ACCREDITATION COMMITTEE ON CHILD LAW

Director, Legal Services	Roderick Best
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## NSW PUBLIC SECTOR WORKFORCE PLANNING ADVISORY GROUP

Deputy Director-General, Corporate Services	Josée Grisard
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## NSW STATE EMERGENCY MANAGEMENT COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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## NSW STRATEGIC HOMELESSNESS FRAMEWORK WORKING GROUP

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg
Manager, Policy Development	Anthony Shannon

## NSW VICTIMS OF CRIME INTERAGENCY

Senior Project Officer, Violence Against Women	Jacque Cheetham
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## PARTNERSHIP AGAINST HOMELESSNESS

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg

**PRESCHOOL INVESTMENT AND REFORM PLAN WORKING GROUP**

A/Deputy Director-General, Service System Development	Linda Mallett
Executive Director, Children's Services	John Tansey
Executive Director, Service Funding Strategy	Toni Milne
Executive Director, Economics, Statistics and Research	Marilyn Chilvers

**PREMIER'S COUNCIL ON ACTIVE LIVING**

Manager, Communities Strategy	Janet Schorer
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**REFUGEE SUPPORT NETWORK**

Manager, Multicultural Services	Mary Dimech
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**SAAP INFORMATION SUB-COMMITTEE**

A/Director, Policy Development and Service Planning	Phillip Borg
Manager, Policy Development	Anthony Shannon

**SAAP EVALUATION WORKING GROUP**

A/Director, Policy Development and Service Planning	Phillip Borg
Principal Evaluator, Research and Evaluation	Inga Jacobsson

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

Executive Director, Service Funding Strategy	Toni Milne
A/Director, Policy Development and Service Planning	Phillip Borg

**TWO WAYS TOGETHER COORDINATING COMMITTEE**

Deputy Director-General, Corporate Services	Josée Grisard
Director, Aboriginal Services	Carmen Parter

**WELFARE SERVICES FUNCTIONAL AREA SUB-COMMITTEE<sup>6</sup>**

Director, State Disaster Recovery Centre (Chair)	Wendy Graham
Operations Manager, State Disaster Recovery Centre	Murray Nott

**WORKING TOGETHER FOR NSW JOINT IMPLEMENTATION COMMITTEE (HUMAN SERVICES CHIEF EXECUTIVE OFFICERS AND FORUM FOR NON-GOVERNMENT AGENCIES)**

Executive Director, Communities	Sonja Stewart
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**YOUTH ADVISORY COUNCIL**

Manager, Youth Strategy and Participation (ex-officio member)	Edward Greenaway
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<sup>6</sup> Previously known as NSW State Disaster Recovery Committee.

## YOUTH JUSTICE ADVISORY COUNCIL

Director, Strategy and Planning, Communities	Paul Murphy
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## NSW COMMITTEE ON ADOPTION AND PERMANENT CARE

DoCS	Mary Griffin
	Jenny Ames
	Carol Scott
ACT Adoptions Unit	Ann Ponsonby
Adoptee	Erika Berzins
Adoptive Parents Association NSW	Liz Kassis
	Yvonne Olsson
Anglicare	Jane West
	Sue Madden
Association of Relinquishing Mothers & Co	Chris Cole
Australian Families for Children Inc	Debbie Jeffrey
Australian Society for Intercountry Aid for Children	Evelyn Shultz-Middleton
Barnardos	Lisa Vihtonen
	Lynne Moggach
Be My Family	Elisa Elwin
Benevolent Society	Janet Hernegan
Centacare	Jodie Mollison
Intercountry Adoptee Support Network	Analee Mathews
	Lynelle Beveridge
Jigsaw QLD	Patricia Williamson
Mercy Ministries	Lydia McMillan
Newcastle Catholic Care	Jade Flanagan
NSW Office for Children – Children's Guardian	Sue Nicolson
Parramatta/Holroyd Family Support	Christine Hancock
Salvation Army	Janet Hernegan

### Appendix 3 Executive reports

#### NUMBER OF EXECUTIVE POSITIONS HELD AT EACH LEVEL AS AT 30 JUNE EACH YEAR

Level	2008	2007	2006
8	1	1	1
7	0	0	0
6	2	2	2
5	3*	2	2
4	4	6	5
3	15	14	13
2	2	3	2
1	0	0	0

\*Temporary arrangement. The Level 4 Executive Director, Communities position is being kept vacant while the current occupant is performing additional duties in the temporary Level 5 Executive Director, Communities position. Actual current substantive number is 26 positions.

#### NUMBER OF FEMALE EXECUTIVES AS AT 30 JUNE 2008 EACH YEAR

	2008	2007	2006
Executive positions	26	28	25
Women in executive positions	21	21	18
Percentage	81	75	72

#### EXECUTIVE REMUNERATION – SES LEVEL 5 AND ABOVE AS AT 30 JUNE 2008

	Name of occupant	SES level	Total remuneration package (\$)	Period
Director-General	Jennifer Mason	8	\$357,301	Part year
Deputy Director-General, Operations	Annette Gallard	6	\$310,950*	Full year
Deputy Director-General, Service System Development	Linda Mallett (A)	6	\$253,501	Part year
Deputy Director-General, Corporate Services	Josée Grisard	5	\$253,500	Part year
Deputy Director-General, Strategy Communication and Governance	Donna Rygate	5	\$253,500	Full year
Executive Director, Communities	Sonja Stewart (A)	5	\$272,500*	Part year

\*Includes recruitment allowance.

## Performance reports for officers SES level 5 and above

NAME	Dr Neil Shepherd/Jennifer Mason
POSITION AND LEVEL	Director-General, SES 8
TOTAL REMUNERATION PACKAGE	Dr Neil Shepherd \$447,810
	Jennifer Mason \$357,301
PERIOD IN POSITION	Dr Neil Shepherd (1 July 2007 – 5 March 2008)
	Jennifer Mason (6 March 2008 – 30 June 2008)

### RESULTS IN 2007/08

- Recruited 644 caseworkers
- Progressed initiatives under NSW State Plan priorities F6 and F7 which DoCS leads, including the development of an Interagency Steering Committee to oversee progress
- Contributed to other NSW State Plan priorities in partnership with the NSW Departments of Premier and Cabinet, Education, Aboriginal Affairs, NSW Police and NSW Health
- Developed regional and head office Commitment of Service Plans for Indigenous clients
- Began linking the Aboriginal Maternal Infant Health Strategy with DoCS early intervention program Brighter Futures
- Began evaluations of the Brighter Futures and Out-of-Home Care programs
- Finalised the major out-of-home care expression of interest process and commenced contract negotiations and funding roll-out
- Developed a revised Costing Manual, in consultation with non-government organisations, ensuring costing principles and approaches to support funding of new and existing programs are agreed
- Developed service specifications for out-of-home care, Getting It Together and the Supported Accommodation Assistance Program
- Reviewed the Community Services Grants Program to better align its service system with corporate priorities
- Progressed work on a central Joint Investigation Response Team (JIRT) referral unit, a culturally-appropriate JIRT model for Aboriginal children and young people and revised sexual abuse criteria
- Developed *Service provision guidelines* and a *Caseworker policy manual* in consultation with key stakeholders
- Reviewed business processes at the Helpline to identify ways to improve intake efficiency and referral of clients to community services centres and JIRT
- Reviewed Intake Assessment Guidelines and commenced statewide implementation
- Implemented new guidelines, standards and a professional development program for the management and supervision of psychologists
- Distributed 2,000 gift packs during NAIDOC Week to help engage Aboriginal families in the Brighter Futures program
- Improved foster carer recruitment, assessment and training tools such as Shared Stories, Shared Lives, Step-by-Step, and *Foster care: make a difference*
- Progressed permanency planning across community services centres and revised the respective policy and guidelines to inform assessment, decision-making and planning for children entering out-of-home care
- Progressed reforms to the funding and regulation of children's services including licensing of some school-based services; standards for out of school hours care; establishment of processes to manage centralised licensing and initiated a compliance monitoring and enforcement framework
- Continued focus on research and evaluation to inform practice
- Continued implementation of Integrated Case Management and Staying Home Leaving Violence initiatives through the Government's Family and Domestic Violence Strategy
- Introduced major upgrades to DoCS internet and intranet sites. DoCS was the first agency to be compliant with the new NSW Government web requirements
- Won a Bronze award at the Australasian Annual Reporting Awards for DoCS 2006/07 annual report
- Introduced improvements and upgrades to the KiDS system including: a trial of eReporting of child protection matters by select public schools, and the DoCS Connect portal which allows Brighter Futures lead agencies to record performance data directly into the KiDS system
- Participated in Human Services and Justice CEOs Forum, and the Community and Disability Services Ministerial Council
- Participated in the Two Ways Together Coordination Committee and supported activities such as the development of the 2007 Two Ways Together Indicators Report (launched April 2008) and development of the TWT evaluation framework
- Held an internal, statewide workshop on improving DoCS child protection services for Aboriginal children, young people and families, the results of which have informed improvements being developed under the Child Protection Major Project
- Developed submissions, attended public forums and provided other evidence to inform the Special Commission of Inquiry into Child Protection Services in NSW.

## 7 Appendices

NAME	Annette Gallard
POSITION AND LEVEL	Deputy Director-General, SES 6
TOTAL REMUNERATION PACKAGE	\$310,950 (includes recruitment allowance)
PERIOD IN POSITION	Whole year

### RESULTS IN 2007/08

- Reviewed the process for recruiting, assessing and training foster carers
- Led a review of the processes for authorising and de-authorising carers
- Implemented permanency planning in 42 community services centres
- Led a review of the ability of children in out-of-home care to donate their organs for transplantation
- Represented NSW at Community Services and Disability Services Ministerial Advisory Council
- Developed guidelines for psychologists on informed consent, attachment disorders and working with Aboriginal clients
- Completed a review of business processes at the DoCS Helpline
- Developed an approach to providing incentives for staff working in isolated areas
- Developed an approach for quality reviews in community services centres and completed initial testing of the tools
- Reviewed the management and reporting relationships of Joint Investigation Response Teams (JIRT)
- Trialled new JIRT Initial Response procedures involving Police, Health and DoCS
- Introduced new mechanisms for reviewing child protection cases at community services centres
- Introduced new benchmarking arrangements for Brighter Futures cases managed by DoCS
- Developed a separate queue for Health mandatory reporters at the Helpline
- Completed professional development of all casework staff on child neglect and secondary assessment
- Commenced a review of the Foster Care Partnership Agreement and recruited 320 new foster carers
- Completed and amended 70 Business Help procedures for casework staff
- Developed a new management structure and supervision arrangements for psychologists
- Implemented a new drug and alcohol consultancy service to caseworkers
- Delivered Drugs in Pregnancy course to all community services centres
- Implemented the review of the Getting It Together program including a forum for services in February 2008
- Introduced new governance arrangements for JIRT at the statewide and local levels
- Recruited new Directors Practice Standards and Casework Specialists and established support, supervision and training mechanisms for them
- Completed a Frequently reported families project to inform a review of child protection.

NAME	Dr Gül Izmir/Linda Mallett (Acting)
POSITION AND LEVEL	Deputy Director-General, SES 6
TOTAL REMUNERATION PACKAGE	Dr Gül Izmir \$311,950
	Linda Mallett \$253,501
PERIOD IN POSITION	Dr Gül Izmir (1 July 2007 – 25 March 2008)
	Linda Mallett (26 March 2008 – 30 June 2008)

### RESULTS IN 2007/08

- Coordinated responses to the Special Commission of Inquiry into Child Protection Services in NSW
- Finalised funding model principles of the Children's Services Funding economic modelling (PIRP)



- Completed evaluation of the Intensive Family Based Services program (IFBS)
- Managed the economic evaluation of 1:4 children's services staff ratio for 0–2 year olds
- Published first interim report for Better Futures program evaluation
- Undertook evaluation of the *NSW interagency guidelines for child protection*
- Began Corporate Information Management Major Project, including Entry into Care Project and the Data Quality Improvement program
- Trial of draft policy on responding to prenatal reports – Responding to Prenatal Reports Policy endorsed and provided to NSW Health and the Ombudsman
- Published *Raising a family can be hard* to provide program information, to support Aboriginal families entering the Brighter Futures program, in culturally-appropriate and accessible language
- Published 4<sup>th</sup> and 5<sup>th</sup> editions of the *Brighter Futures caseworker manual* on DoCS intranet in April and June 2008. An abridged version was also published on the DoCS website
- Oversaw trial of draft drug testing policy in four community services centres, and chaired the Parental Drug Testing Steering Committee and participated on the evaluation working group
- Oversaw the implementation and endorsement of policy on reports responding to registered sex offenders and the publication of the policy and Business Help procedure on the intranet
- Began policy for parenting capacity assessment tools and working party formed to progress the project plan
- Progressed the implementation of a number of recommendations from the JIRT Review and the *NSW interagency plan to tackle child abuse in Aboriginal communities*
- Provided draft ministerial guidelines on leaving care assessment to Association of Childrens Welfare Agencies and CREATE Foundation for comment. The guidelines are currently being reviewed in light of feedback received
- Reviewed submissions on the discussion paper to review care and protection legislation and commissioned literature review on the tribunal system. Proposals for legislative change will also be informed by the work of the Special Commission of Inquiry into Child Protection Services in NSW
- Participated in review of adoption legislation including provision of advice on Ministerial Advisory Committee recommendations provided to Minister for Community Services
- Progressed reform of intercountry adoptions
- Participated in cultural support case planning strategy with Aboriginal Services Branch
- Updated *Out-of-home care service provision guidelines* to incorporate material on out-of-home care case management transfer, referral and vacancy management, and exchange of information between DoCS and family preservation, out-of-home care placement and wraparound support services.

NAME	Donna Rygate
POSITION AND LEVEL (where appropriate)	Deputy Director-General, SES 5
TOTAL REMUNERATION PACKAGE	\$253,500
PERIOD IN POSITION	Whole year
RESULTS IN 2007/08	
<ul style="list-style-type: none"> <li>• Coordinated responses to the Special Commission of Inquiry into Child Protection Services in NSW</li> <li>• Upgraded the DoCS website. DoCS was the first agency to be compliant with the new NSW Government web requirements</li> <li>• Re-launched an updated and more comprehensive DoCS intranet</li> <li>• Prepared the 2006/07 annual report for which the Department won a Bronze award at the Australasian Annual Reporting Awards</li> <li>• Produced resources and successfully ran events for Families Week, Foster Care Week, Children's Week, Child Protection Week, NAIDOC Week and Sorry Day</li> <li>• Supported bulk caseworker recruitment with development of a marketing strategy, placement of advertisements and development of resources</li> <li>• Managed DoCS sponsorship policy</li> <li>• Coordinated major publications for the Department</li> <li>• Coordinated DoCS response to the Ombudsman on the <i>Reviewable deaths annual report</i></li> <li>• Provided staff support teams for critical events</li> </ul>	

## 7 Appendices

- Delivered 33 Practice Reviews and other learning forums that have been accessed by over 1,700 DoCS staff and interagency partners
- Provided the Minister and Director-General with comprehensive and timely briefings, correspondence and advice
- Processed 457 Freedom of Information applications, 62 Interstate Former Ward applications and 45 Family History applications
- Supported the Community and Disability Services Ministers Conference and Community and Disability Services Ministers' Advisory Council meetings
- Provided governance and privacy advice
- Provided policy advice on major Commonwealth initiatives
- Provided ongoing coordination of secretariat services for support of the Minister, Director-General and senior executives on national and state fora
- Managed the State Plan roll-out across DoCS
- Commenced development of DoCS next 5 year Disability Action Plan
- Drafted *DoCS corporate directions 2008/09* and managed strategic planning for the Department
- Developed the *DoCS strategic risk assessment 2007/08*
- Managed DoCS Internal Audit Program
- Managed DoCS Assurance Mapping Project.

NAME	Josée Grisard
POSITION AND LEVEL	Deputy Director-General, SES 5
TOTAL REMUNERATION PACKAGE	\$253,500
PERIOD IN POSITION	From 24 August 2007

### RESULTS IN 2007/08

- Successfully recruited 45 multicultural caseworkers and implemented African Sessional Workers Project with Metro West region
- Increased usage of interpreters by DoCS caseworkers by 30% and by DoCS-funded agencies by approximately 70%, and increased by about 70% the range of funded services registered for the fee-free interpreting service
- Completed two Practice Resources for DoCS caseworkers and caseworkers in funded agencies – *Working with interpreters* and *Working effectively with CALD clients* and trained more than 700 staff in 28 community services centres across the state in the use of both these resources
- Increased DoCS Community Language Allowance Scheme staff across NSW to 137 from 105 in the previous year and its range of languages from 28 to 30
- Developed the Aboriginal Intensive Family Based Service (IFBS) Family Preservation principles, service model description and regional service plan process, assisted regions to establish new IFBS services and led the development of 17 strategic projects to implement recommendations from the IFBS evaluation
- Prepared roll-out of the Care Circle pilot and cultural support plans
- Coordinated the DoCS cadetship program with six cadets undertaking the program – three now have full-time employment with DoCS in casework, psychology and legal
- Developed a Mentoring to Management pilot program aimed at supporting Aboriginal staff aiming to move into management positions
- Developed the Caseworker Development Course Plus for new Aboriginal caseworkers in IT/writing skills; communication skills; and social welfare concepts in a DoCS context

- Developed a new Legal Services Branch paper on medical treatment and consent
- Rolled out new file management system in Legal Services (Open Practice)
- Rolled out the Magellan Project in Family Court to Metro South West region
- Handled an increase in the number of new care matters from 4,993 in 2006 to 5,209 in 2007
- Successfully implemented KiDS Releases E, E.1, E.2, E.3 supporting Brighter Futures, eReporting, DoCS Connect portal and defect remediation
- Completed Helpline computer room remediation, providing redundant power, air-conditioning and network capability
- Achieved ISO 27001 Information Security Management System accreditation
- Prepared DoCS 2008/09 NSW Budget Papers; developed the internal budget strategy
- Secured 2007/08 budget supplementation for out-of-home care (\$34.8m) and for the capital works program in 2007/08, 2008/09 and 2009/10
- Progressed discussions with NSW Treasury on key strategic issues, in particular DoCS base budget, capital budget and out-of-home care requirements
- Developed Efficiency Improvement Plan for 2008/09 to 2011/12
- Completed Enhanced Service Delivery standard upgrade to 13 community services centres, three temporary office sites, one regional office, one network office, Helpline at Parramatta, Parramatta Children's Court fitout, and sections of Head Office (Ashfield)
- Progressed the strategic procurement agenda including the transfer of more than 130 electricity accounts to government contract and the transfer of all cleaning arrangements to State Contract Control Board contract; established a Fire Safety and Emergency Services contract; developed a Security Services tender for providing security maintenance and alarm monitoring; established a *Contract management manual*.
- Implemented stage one of the go-live of TRIM Context as the preferred system of electronic document management for Adoptions Information Unit, and Head Office pilot users.
- Conducted 41,641 days of training in 2007/08 – an increase from 30,470 days in 2006/07 and 23,654 days in 2005/06
- Arranged the accreditation of the Caseworker Development Course towards the nationally-accredited Diploma in Statutory Child Protection
- Developed a buddying program for all new caseworkers to reduce the time in transition for new staff.
- Completed the Professional Development Centre Project to provide a best-practice basis for understanding the current capability levels in the Child and Family staff roles
- Expanded training for early intervention caseworkers and managers to include the Parents as Teachers program
- Facilitated employee relations in a demanding environment with no days lost due to industrial stoppages
- Improved establishment data, including identification of caseworker positions in their program streams in SAP HR, to enhance overall reporting capability
- Reduced workers compensation claims from 8.5 claims per 100 FTE in 2003/04, to 5.8 claims per 100 FTE in 2007/08. Improved performance in workers compensation saw a hindsight premium adjustment refund of \$5.5m in 2007/08
- Led the caseworker recruitment strategy which resulted in over 6,000 applications and 644 accepted offers in 2007/08. This produced a net increase of caseworker numbers of 953 at 30 June 2008 (or 966 if acceptances for entry on duty post 30 June are included), just 72 short of the 1,025 net additional caseworkers to be delivered as part of the five-year enhancement package.

## 7 Appendices

NAME	Sonja Stewart
POSITION AND LEVEL	Executive Director, Communities SES5 (Acting)
TOTAL REMUNERATION PACKAGE	\$272,500 (includes recruitment allowance)
PERIOD IN POSITION	From 16 May 2008
RESULTS IN 2007/08	
<ul style="list-style-type: none"> <li>Led the Department's negotiations with NSW Health to ensure timely and effective implementation of the expansion of the Aboriginal Maternal and Infant Health Strategy across NSW, including linkages with Brighter Futures</li> <li>Implemented the recommendations of the Coordinating NSW Government Action against Domestic and Family Violence report. Delivered improvements for the Integrated Case Management projects and commenced planning for the state-wide roll-out of Staying Home Leaving Violence projects</li> <li>Delivered strategies, programs and projects including Better Futures, Area Assistance Scheme, Aboriginal Child Youth and Family Strategy and other community development initiatives such as the Pay It Forward leadership course</li> <li>Worked with Government partners on the Youth action plan, successfully delivered Youth Week 2008 and assisted the NSW Youth Advisory Council in delivery of its workplan</li> <li>Led the implementation of Families NSW including the launch of the <a href="http://www.families.nsw.gov.au">www.families.nsw.gov.au</a> website, planning the roll-out of parenting programs across NSW and evaluation of service models such as supported playgroups</li> <li>Contributed to the sub-committee for early childhood development on the COAG Productivity Agenda</li> <li>Began planning a major review of the Children's Services Regulation 2004 as part of the Government's commitment to strengthen and improve outcomes for children</li> <li>Managed the growth stage of the Preschool Investment and Reform Plan which will make existing preschools more affordable and accessible</li> <li>Continued to drive service system improvement with the roll-out of central licensing to all children's services across the state</li> <li>Continued to introduce compliance against the children's services legislation by monitoring and investigation strategies.</li> </ul>	

## Appendix 4 Policies and plans

### Equal Employment Opportunity

As at the end of June 2008, DoCS employed a total of 4,549 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 345 employees counted as Aboriginal and/or Torres Strait Islander in 2007/08. 192 were in casework positions.

There were 429 employees counted as belonging to a racial, ethnic or ethno-religious minority group in 2007/08. 187 were in caseworker positions.

Three Aboriginal cadets completed the Aboriginal cadetship program and took up permanent employment with DoCS in the fields of psychology, legal and casework.

The Aboriginal Reference Group met regularly during the year, providing a forum for consultation, networks for staff support and contributions to planned business activities. Aboriginal Services Branch provided internal support and professional development for Indigenous staff.

The Multicultural Staff Reference Group met quarterly to monitor the implementation of DoCS Ethnic Affairs Priorities Statement Plan 2007/08. The group provided advice on recruitment of and support for culturally-diverse staff, delivery of services to culturally and linguistically diverse clients, and course content relating to cultural awareness. For further information refer to the Ethnic Affairs Priorities Statement.

### TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO group	% of total staff				
	Benchmark or target	2007/08	2006/07	2005/06	2004/05
Women	50	82	82	81	81
Aboriginal people and Torres Strait Islanders	2	16.0*	14.4*	10.1	11.5
People whose first language was not English	20	16	18	18	20
People with a disability	12	5	6	6	7
People with a disability requiring work-related adjustment	7	1.9	2.3	2.5	2.7

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 a calculated figure based on the response rate to the survey. DoCS data indicates that the actual percentage of Aboriginal and Torres Strait Islander staff is around seven per cent.

### TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO group	Distribution index				
	Benchmark or target	2007/08	2006/07	2005/06	2004/05
Women	100	95	93	92	91
Aboriginal people and Torres Strait Islanders	100	95	96	99	93
People whose first language was not English	100	101	100	100	101
People with a disability	100	105	102	102	101
People with a disability requiring work-related adjustment	100	102	103	104	102

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.

4. The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

### 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 has lead responsibility for many of the strategies outlined.

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 Chapter 1.

The Preschool Investment and Reform Plan is an \$85.5 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 Chapter 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 is in Chapter 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 81 per cent of senior executive positions in DoCS and 82 per cent of total staff.

### Ethnic Affairs Priorities Statement

DoCS is finalising a five-year *Multicultural strategic commitment*. This will complement and reinforce the Ethnic Affairs Priorities Statement (EAPS).

DoCS is funding 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 identify good practice strategies.

Under the Multicultural Caseworker program, 61 multicultural caseworker positions across NSW provide bilingual and bicultural casework services to 22 different language groups. The positions are distributed across the child protection, Brighter Futures and out-of-home-care spectrum.

The Metropolitan Muslim Foster Care Project recruited additional Muslim foster carers and helped field staff to make arrangements for appropriate foster care in terms of religion, culture and language.

Improvements to cross-cultural casework practice were supported through the release of a resource document for out-of-home care caseworkers on effective assessment practice with clients from migrant and refugee backgrounds. A suite of practice resources are now in place for staff and managers in child protection, out-of-home care and Brighter Futures.

A major training drive to increase cross-cultural competence was implemented during 2007/08. Training on effective assessment and casework practice with clients from migrant and refugee backgrounds was delivered to all Sydney metropolitan community services centres and to offices in priority regional locations. This was followed by a roll-out of training to the same locations on the use of language services. Training was also provided to Helpline caseworkers and front desk client support officers.

DoCS uses phone and on-site interpreters in its casework practice with linguistically-diverse clients. This is reinforced by a specific policy and procedure on the use of language services, and the provision of training. Additional staff were accredited under the Community Language Allowance Scheme with 137 staff now accredited to assist clients in 30 different languages.

The range of information resources and number of languages in which they are available was expanded in 2007/08. This includes information for prospective foster carers, a Charter of Rights for children in care, parenting cards and information for Brighter Futures clients.

In response to the needs of new and emerging communities, DoCS implemented the Emerging Communities Community Education Strategy which provided community education resources in areas such as parenting, child protection, domestic violence and accessing service systems. A total budget of \$312,000 was expended through this initiative in 2007/08.

A facilitator's guide was released to assist DoCS offices to provide community education sessions for migrant and refugee communities on the Department's role and services, the child protection system, and parenting and discipline practices.



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, Metro South West and Hunter/Central Coast regions.

DoCS funds a range of ethno-specific services and accessible service delivery is promoted through the specific access and equity requirements in the Department's Service Agreement and *Good practice guidelines for funded services*.

DoCS funds a scheme which provides fee-free interpreter services to its funded services via the Translating and Interpreting Service. A promotional campaign during 2007/08 to increase registration by agencies and the level of use resulted in an 80% increase in the number of non-government services registered to use the scheme and a 70% increase in the use of interpreters by these services.

During 2007/08, the Department released a practice resource for workers in funded out-of-home care services on effective assessments with culturally and linguistically diverse clients. This will be reinforced in 2008/09 by a program of training for funded services on a range of topics including: providing accessible services, managing accessible service delivery, effective casework and use of interpreters.

### **EAPS priorities for 2008/09**

The following priorities have been identified for 2008/09:

- implement DoCS new five-year Multicultural Strategic Commitment
- integrate and align the multicultural strategic commitment with the new corporate plan
- develop further resources to support culturally-competent casework practice
- finalise recruitment of multicultural caseworkers
- provide continuing professional development for multicultural caseworkers
- begin a review of the Multicultural Caseworker program
- develop infrastructure and resources to support the recruitment of culturally and linguistically diverse foster carers and the provision of culturally-appropriate care for children and young people in out-of-home care
- complete roll-out of training for helpline caseworkers on effective assessments with migrant and refugee clients
- complete roll-out of training to front desk staff in Sydney
- begin training for senior management in Sydney on managing diversity
- provide community education sessions for new emerging communities
- 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
- complete roll-out of training programs for staff of funded services on accessible service delivery, effective casework and use of interpreters.

### **Disability Action Plan**

DoCS Disability Action Plan 2004 – 2009 details the actions the Department will take over a five-year period to make it more responsive to disability issues. The goals of the plan are to know more about how the Department 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 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. DoCS OH&S policy and consultative arrangements include requirements for workplace inspections by managers to ensure access ways are free from obstruction
- continued to fit systems to assist people who are hearing impaired in reception and meeting rooms as sites are upgraded
- produced an Emergency Management policy, guide and reference manual to guide staff in ensuring arrangements for staff and visitors with a disability are addressed. The Induction Checklist for managers also includes coverage of emergency procedures for new staff
- 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
- included information on disability awareness, as it relates to staff and clients, in the EEO and anti-discrimination component of orientation day and in the online induction package

## 7 Appendices

- maintained a facility on the SAP HR system for staff to identify themselves as a person with a disability and to indicate if any workplace adjustment is required
- delivered 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
- delivered Caseworker Development Course modules with disability-specific content that include working with parents with an intellectual disability in child protection, communicating with children and young people who may have a disability, assessing risk of harm, child protection dynamics and interagency guidelines
- delivered instruction on interviewing adults and young people with physical, sensory and/or intellectual disabilities in the JIRT training
- included TTY phone numbers on all new and reprinted publications produced during the year and on 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 *Supporting children with additional needs* brochures on DoCS website in six community languages
- positively promoted the inclusion of people with disabilities through publications and resources such as the *Good practice guidelines for DoCS funded services manual* and *Wraparound support services for children and young people* (integral to the provision of out-of-home care services). Both publications and associated resources were developed and piloted in consultation with a range of non-government sector agencies
- provided training for staff, volunteers and management committee members of DoCS-funded services to further develop awareness of best practice for disability access and service provision (associated with the implementation of the *Good practice guidelines*)
- improved 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. Users can navigate the site using the tab key if they are not able to use a mouse. The new design incorporates a different system of navigation that will work on a wide range of devices, including those used by people with disabilities
- improved the accessibility of DoCS intranet by replacing the design and navigation with a more useable interface including a larger default font, options for viewing in larger font, more useable navigation/menus and the same 'skip to content' feature as the website. DoCS new intranet complies with W3C standards which is over and above the minimum requirement for government intranets
- 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 the *Code of conduct and ethics* is available on DoCS website [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

## Privacy and personal information

The *Privacy and Personal Information Protection Act 1998* requires public sector agencies to include a statement of compliance with the Act and statistical details of any reviews conducted under Part 5 of the Act.

DoCS Privacy Management Plan describes policies and procedures to ensure compliance with the Act, and includes a range of strategies to improve DoCS handling of personal and health information.

During the reporting period 12 internal reviews under Part 5 of the Act were completed.

## Appendix 5 Overseas visits

Officer	Destination	Period	Purpose
Briony Foster Manager, Casework	USA	July – August 2007	Awarded SGE Travelling Fellowship to conduct research into mental health outcomes and best practices for children in out-of-home care
Tania Morfey Manager, Casework	USA	July – August 2007	Awarded SGE Travelling Fellowship to conduct research into mental health outcomes and best practices for children in out-of-home care
Helen Freeland Executive Director, Helpline	New Zealand	27 – 30 November 2007	Part of the Executive Masters in Public Administration
Helen Freeland A/Executive Director, Operations Support	New Zealand	26 – 28 June 2008	Required visit to the New Zealand National Call Centre (Child Protection) as part of the Helpline Technology Replacement Project
Jody Grima A/Executive Director, Helpline	New Zealand	26 – 28 June 2008	Required visit to the New Zealand National Call Centre (Child Protection) as part of the Helpline Technology Replacement Project
Kiran Dhanasar Manager, Helpline	New Zealand	26 – 28 June 2008	Required visit to the New Zealand National Call Centre (Child Protection) as part of the Helpline Technology Replacement Project
Simon Geraghty ICT Infrastructure Service Delivery, Manager	New Zealand	26 – 28 June 2008	Required visit to the New Zealand National Call Centre (Child Protection) as part of the Helpline Technology Replacement Project
Anne Welch Project Officer, Helpline	New Zealand	26 – 28 June 2008	Required visit to the New Zealand National Call Centre (Child Protection) as part of the Helpline Technology Replacement Project.

## Appendix 6 Waste Reduction and Purchasing Policy Statement

DoCS has in place responsible management practices aimed at reducing the quantity of its waste and increasing reuse or recycling of paper and office equipment. Offices are equipped with recycling bins for paper materials and staff members are encouraged to recycle.

Office equipment waste, particularly toner cartridges, is recycled until it becomes unusable. 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 (\$)	Quantity of paper sent for recycling (ton)
2007/08	45,080	\$228,743	31,014	\$158,688	50.077

	New printer cartridges purchased	Amount (\$)	Re-manufactured cartridges purchased	Amount (\$)	Quantity of toner cartridges sent for recycling
2007/08	1,642	\$255,668	1,446	\$218,106	2,400

## Appendix 7 Energy Management Policy Statement

DoCS has in place an energy management policy and strategy to ensure compliance with whole-of-government reporting and energy management improvement. Australian Building Greenhouse Ratings (ABGR) have been sought for all office accommodation over 1,000m<sup>2</sup>.

The cost of energy usage (electricity and gas) within DoCS increased from \$1.836 million in 2006/07 to \$2.025 million in 2007/08. This is due to Consumer Price Index charge increases and additional accommodation acquired during the year.

	Electricity	Gas
2007/08	\$2,024,661	\$2,387

## Appendix 8 Publications

DoCS has a large number of brochures, fact sheets, research and policy papers, reports and other publications available to DoCS staff and 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.

Some of these publications are available via our website. To download or place an order, please visit [www.community.nsw.gov.au](http://www.community.nsw.gov.au).

The following publications were produced, updated or reprinted in 2007/08.

### Brochures, booklets and posters

- Considering adoption
- Dual Diagnosis Support Kit (reprint)
- Entry into care wallet card
- Post-adoption update (brochure)
- Early intervention for young people (brochure)
- Foster Care Week resources (calendar, thank-you card, poster, magnet)
- Foster Care: make a difference booklet (reprint)
- Foster care recruitment resources (poster, flyer, brochure and wallet card)
- Foster carers: hearing your concerns brochure (reprint)
- Growing up strong Wonai (Aboriginal parenting book, Hunter region)
- My Life Story Book
- Brighter Futures information brochure
- Brighter Futures information brochure for caseworkers
- Brighter Futures information brochure for Aboriginal families
- Brighter Futures being a parent can be tough (Arabic, Chinese, Dari, Dinka, Farsi, Korean, Samoan, Somali, Spanish, Tamil, Turkish, Vietnamese)
- Brighter Futures information for parents (Arabic, Chinese, Dari, Dinka, Farsi, Korean, Samoan, Somali, Spanish, Tamil, Turkish, Vietnamese)
- Toddler Tantrum Toolkit (comic booklet, fact sheet)
- Never shake a baby brochure (reprint)
- Be proud of your careers: caseworker recruitment DVD
- Babies and toddlers caring, games and feeding cards (English, Arabic and Chinese)
- Your child's safety: advice for parents on storing methadone, safe sleeping and settling babies brochure and poster (reprint)
- Neglect poster series for caseworkers
- Sorry Day 2008 poster
- NAIDOC Week poster/banner
- Brighter Futures banner
- What if your friend tells you she's been hurt poster
- About healthy and unhealthy relationships brochure
- The little black book for strong black women (leaving domestic violence)
- Student career information wallet card

### Fact sheets

- Anaphylaxis fact sheet
- Helpline eReporting – information for schools
- Helpline eReporting – information for community services centres
- Helpline eReporting – information for Helpline staff
- Careers information (employment information for caseworker, Aboriginal caseworker, Helpline caseworker, legal officer, psychologist)
- Charter of rights for children and young people in care
- Disaster recovery
- Central licensing of children's services
- Interpreting scheme for DoCS funded services
- Thinking about adoption

## Magazines and newsletters

- Building Blocks (4 issues) – newsletter for children's services
- DoCS Vox (11 issues) – newsletter for DoCS staff
- Fostering our Future (4 issues) – newsletter for foster carers
- Inside Out (6 issues) – newsletter for stakeholders

## Data reports

- DoCS data (April 2006 – June 2007)

## Research publications

- Permanency planning and placement stability
- Mental health of children in out-of-home care in NSW
- Young people leaving out-of-home care
- Early intervention strategies for children and young people 8 to 14 years
- Risk protection and resilience in children and families
- Effective casework practice with adolescents: perceptions and practices of DoCS staff
- Family preservation services
- Research ethics guidance
- Prevention and early intervention update: trends in recent research
- Determinants of quality in child care
- Research to Practice updates (9 editions)
- Effective strategies and interventions for adolescents in the child protection context: a literature review
- Use of appropriate language when working with Aboriginal communities in NSW

## Reports and other publications

- DoCS Annual Report 2006/07
- DoCS Corporate Directions 2007/08
- DoCS Research Report 2006/07
- NSW State Budget for Community Services 2008/09
- Youth Advisory Council Annual Report 2007

## Manuals and handbooks

- DoCS Brighter Futures caseworker manual
- DoCS Brighter Futures service provision guidelines
- Intensive Family Based Services guidelines
- Adoptions guidelines
- Purchasing practices guidelines
- Area Assistance Scheme funding guide 2007/08
- Service analysis and business development resource manual for NSW DoCS-funded children's services
- Service analysis and business development tools and templates workbook for NSW DoCS-funded children's services

## Policy documents

- Permanent placement policy
- Sibling placement policy

## Appendix 9 Freedom of information

There were 457 applications processed for access to DoCS records under the Freedom of Information Act 1989 with 96.5 per cent of these applications processed within the time frames in the Act (generally 21 days).

Twenty four of the applications processed in 2007/08 were for administrative, statistical or policy documents, while 433 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. In 2006/07, 375 FOI applications were processed; 367 requesting personal information and eight seeking non-personal information.

Eight applications for internal review were lodged with DoCS during 2007/08; three such applications were lodged in 2006/07.

The NSW Government has introduced new requirements for FOI annual statistical reports in 2007/08. The 2007/08 FOI statistics have been prepared in accordance with the new format while those for 2006/07 conform to the previous reporting requirements.

People who have been in out-of-home care are entitled to access documents about their period in care, at no charge. DoCS processes these applications from people who now live outside NSW. Those who live in NSW receive this service at their local community services centre.

### NEW FOI REQUESTS

	Number of FOI applications					
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
New (including transferred in)	377	462	9	24	386	486
Brought forward	23	28	0	1	23	29
<b>Total to be processed</b>	<b>400</b>	<b>490</b>	<b>9</b>	<b>25</b>	<b>409</b>	<b>515</b>
Completed	332	370	4	17	336	387
Discontinued	35	70	4	7	39	77
<b>Total processed</b>	<b>367</b>	<b>440</b>	<b>8</b>	<b>24</b>	<b>375</b>	<b>464</b>
Unfinished (carried forward)	33	50	1	1	34	51

### DISCONTINUED APPLICATIONS

	Number of FOI applications					
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Request transferred	0	1	0	0	0	1
Applicant withdrew request	35	63	4	5	39	68
Applicant failed to pay advance deposit	NA	6	NA	0	NA	6
Failed to amend request resulting in unreasonable diversion of resources (s25(1)(a1))	NA	0	NA	2	NA	2
<b>Total discontinued</b>	<b>35</b>	<b>70</b>	<b>4</b>	<b>7</b>	<b>39</b>	<b>77</b>

### COMPLETED APPLICATIONS

	Number of FOI applications					
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Granted in full	23	19	1	5	24	24
Granted in part	264	298	3	9	267	307
Refused	44	6	1	2	45	8
No documents held	NA	47	NA	1	NA	48
<b>Completed</b>	<b>331</b>	<b>370</b>	<b>5</b>	<b>17</b>	<b>336</b>	<b>387</b>



## APPLICATIONS GRANTED OR OTHERWISE AVAILABLE IN FULL

	Number of FOI applications					
	Personal		Other		Total	
All documents requested were:	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Provided to the applicant	23	19	1	5	24	24
Provided to the applicant's medical practitioner	NA	0	NA	0	NA	0
Available for inspection	NA	0	NA	0	NA	0
Available for purchase	NA	0	NA	0	NA	0
Library material	NA	0	NA	0	NA	0
Subject to deferred access	NA	0	NA	0	NA	0
Available by a combination of the above	NA	0	NA	0	NA	0
<b>Total</b>	<b>23</b>	<b>19</b>	<b>1</b>	<b>5</b>	<b>24</b>	<b>24</b>

## APPLICATIONS GRANTED OR OTHERWISE AVAILABLE IN PART

	Number of FOI applications					
	Personal		Other		Total	
All documents requested were:	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Provided to the applicant	264	297	3	9	267	306
Provided to the applicant's medical practitioner	NA	1	NA	0	NA	1
Available for inspection	NA	0	NA	0	NA	0
Available for purchase	NA	0	NA	0	NA	0
Library material	NA	0	NA	0	NA	0
Subject to deferred access	NA	0	NA	0	NA	0
Available by a combination of the above	NA	0	NA	0	NA	0
<b>Total</b>	<b>264</b>	<b>298</b>	<b>3</b>	<b>9</b>	<b>267</b>	<b>307</b>

## APPLICATIONS REFUSED

	Number of FOI applications					
	Personal		Other		Total	
Why was access refused?	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Exempt	NA	7	NA	0	NA	7
Deemed refused	NA	0	NA	2	NA	2
<b>Total</b>	<b>NA</b>	<b>7</b>	<b>NA</b>	<b>2</b>	<b>NA</b>	<b>9</b>

## EXEMPT DOCUMENTS

	Number of FOI applications					
	Personal		Other		Total	
Why were the documents exempt?	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
<b>Restricted documents:</b>						
Cabinet documents	NA	0	NA	1	NA	1
Executive council documents	NA	0	NA	0	NA	0
Documents affecting law enforcement and public safety	NA	277	NA	6	NA	283
Documents affecting counter-terrorism measures	NA	0	NA	0	NA	0
<b>Documents requiring consultation:</b>						
Documents affecting intergovernmental relations	NA	0	NA	0	NA	0
Documents affecting personal affairs	NA	25	NA	0	NA	25
Documents affecting business affairs	NA	1	NA	2	NA	3
Documents affecting the conduct of research	NA	0	NA	0	NA	0
<b>Documents otherwise exempt:</b>						
Schedule 2 exempt agency	NA	0	NA	0	NA	0
Documents containing information confidential to Olympic committees	NA	0	NA	0	NA	0
Documents relating to threatened species, Aboriginal objects or places	NA	0	NA	0	NA	0
Documents relating to threatened species conservation	NA	0	NA	0	NA	0
Plans of management containing information of Aboriginal significance	NA	0	NA	0	NA	0
Private documents in public library collections	NA	0	NA	0	NA	0
Documents relating to judicial functions	NA	0	NA	0	NA	0
Documents subject to contempt	NA	0	NA	0	NA	0
Documents arising out of companies and securities legislation	NA	0	NA	0	NA	0
Exempt documents under interstate FOI legislation	NA	0	NA	0	NA	0
Documents subject to legal professional privilege	NA	0	NA	0	NA	0
Documents containing confidential material	NA	0	NA	0	NA	0
Documents subject to secrecy provisions	NA	0	NA	0	NA	0

Documents affecting the economy of the State	NA	0	NA	0	NA	0
Documents affecting financial or property interests of the State or an agency	NA	0	NA	0	NA	0
Documents concerning the operations of an agency	NA	0	NA	0	NA	0
Internal working documents	NA	0	NA	0	NA	0
Other exemptions	NA	2	NA	0	NA	2
<b>Total</b>	<b>NA</b>	<b>305</b>	<b>NA</b>	<b>9</b>	<b>NA</b>	<b>314</b>

## MINISTERIAL CERTIFICATES

Ministerial certificates	Issued	
	2006/07	2007/08
Ministerial certificates issued	0	0

## FORMAL CONSULTATIONS

Formal consultations	Requests	Consultations
Number of requests requiring formal consultations	100	144
Number of persons formally consulted	100	144

## AMENDMENT OF PERSONAL RECORDS

	Number of applications	
	2006/07	2007/08
Agreed in full	0	0
Agreed in part	0	0
Refused	0	2
<b>Total</b>	<b>0</b>	<b>2</b>

## NOTATION OF PERSONAL RECORDS

Requests for notation	Number of applications	
	2006/07	2007/08
Number of requests for notation	0	1

## FEES AND COSTS

Item	Assessed costs		Fees received	
	2006/07	2007/08	2006/07	2007/08
All completed applications	\$9,500	\$10,858	\$9,500	\$10,858

## FEE DISCOUNTS

Type of discount allowed	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
Processing fees waived in full	0	1	0	0	0	1
Public interest	0	3	0	0	0	3
Financial hardship – pensioner/child	134	166	1	2	135	168
Financial hardship – NGO	0	0	0	0	0	0
<b>Total</b>	<b>134</b>	<b>170</b>	<b>1</b>	<b>2</b>	<b>135</b>	<b>172</b>

## FEE REFUNDS

	Number of refunds	
	2006/07	2007/08
Fee refunds granted as a result of significant correction of personal records	0	0

## DAYS TAKEN TO COMPLETE REQUEST

Elapsed time	Number of completed FOI applications					
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
0-21 days – statutory determination period	214	224	3	5	217	229
22-35 days – extended statutory determination period	NA	123	NA	2	NA	125
Over 21 days – deemed refusal where no extended determination period applies	NA	12	NA	0	NA	12
Over 35 days – deemed refusal where extended determination period applies	NA	11	NA	10	NA	21
<b>Total</b>	<b>214</b>	<b>370</b>	<b>3</b>	<b>17</b>	<b>217</b>	<b>387</b>

## PROCESSING TIME

Processing hours	Number of completed FOI applications					
	Personal		Other		Total	
	2006/07	2007/08	2006/07	2007/08	2006/07	2007/08
0-10 hrs	124	129	3	5	127	134
11-20 hrs	199	233	0	9	199	242
21-40 hrs	9	8	1	2	10	10
Over 40 hrs	0	0	0	1	0	1
<b>Total</b>	<b>332</b>	<b>370</b>	<b>4</b>	<b>17</b>	<b>336</b>	<b>387</b>

## NUMBER OF REVIEWS

How many reviews were finalised?	Total	
	2006/07	2007/08
Internal reviews	5	8
Ombudsman reviews	1	0
ADT reviews	0	0

## RESULTS OF INTERNAL REVIEWS 2007/08

Bases of internal review	Personal		Other		Total	
Grounds on which internal review requested	Upheld	Upheld	Upheld	Upheld	Upheld	Upheld
Access refused	1	0	0	0	1	0
Deferred	0	0	0	0	0	0
Exempt matter	4	3	0	0	4	3
Unreasonable charges	0	0	0	0	0	0
Failure to consult with third parties	NA	0	NA	0	NA	0
Third parties views disregarded	NA	0	NA	0	NA	0
Amendment of personal records refused	NA	0	NA	0	NA	0
<b>Total</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>3</b>

# 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, and provides the name of the project or service receiving funding listed under the program area.

The types of services that DoCS funds include preschools and child care centres, family support services, out-of-home care providers, youth initiatives, neighbourhood centres, support services for Aboriginal families, emergency housing projects and child abuse prevention initiatives.

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## Aboriginal Child, Youth & Family Strategy

\$

<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b> ACYFS Aboriginal Pre-School Project	76,830	<b>Family Child Care Services Central Coast Inc</b> Aboriginal Speech Outreach Project	85,000
<b>Ballina-Byron Family Centre Inc</b> Aboriginal Maternal Smoking Resource	20,000	<b>Family Worker Training &amp; Development Program</b> ACYFS – Learning & Development	114,000
<b>Bankstown Community Resource Group Inc</b> Move Groove & Grow Together	9,750	<b>Gandangara Local Aboriginal Land Council</b> Aboriginal Circle of Security	19,000
<b>Barnardos Australia (Metro Central)</b> Aboriginal Early Years Project – IW	85,000	<b>Great Lakes Community Resources Inc</b> Great Lakes Aboriginal Family Worker	23,182
Aboriginal Early Years Project – SES	148,000	Great Lakes Aboriginal Holiday Activities	16,447
<b>Bellambi Neighbourhood Centre Inc</b> Northern District Aboriginal Community Program for Young People & Families	34,000	<b>Greater Western Area Health Service</b> Dubbo Aboriginal Mothers and Babies Worker Service	83,329
<b>Biripi Aboriginal Corporation Medical Centre (Northern)</b> Taree Aboriginal Children's Holiday Activities	4,113	<b>Gudhuga Employment &amp; Training Aboriginal Corporation</b> Moruya Indigenous Youth Project	20,000
<b>Blue Mountains Aboriginal Culture and Resource Centre</b> ACYFS Indigenous Family Support Project	50,000	<b>Gugin Gudduba Local Aboriginal Land Council</b> Kidz Space Children's & Youth Activities	6,697
<b>Brewarrina Business Coop Ltd</b> Murdi Paaki Strong Women's Project – COAG Two Ways Together	180,000	<b>Gunnedah Family Support Inc</b> Gunnedah Indigenous Youth Worker	55,194
<b>Buyinbin Aboriginal Corporation</b> Tabulam Children's & Youth Activities	6,579	<b>Illawarra Aboriginal Corporation</b> 2008 Indigenous Year 12 Graduation Ceremony	5,000
<b>Campbelltown City Council</b> ACYFS Service Development, Connecting Community With Services Project	80,226	NAIDOC Illawarra	3,000
<b>Campbelltown Family Support Service Inc</b> ACYFS Supported Playgroup Campbelltown	30,000	<b>Illawarra Aboriginal Medical Service</b> <b>Aboriginal Corporation</b> Aboriginal Family Worker – Fathers	66,970
<b>Central West Family Support Group Inc</b> Lachlan Early Childhood Partnerships	65,079	Home Safety Kits	2,255
<b>Coastwide Child &amp; Family Services Inc</b> Aboriginal Cultural Development & Activities Stage 1	19,333	<b>Illawarra Children's Services Ltd (Southern)</b> Shoalhaven Transition to School Project	17,500
<b>Coffs Harbour Aboriginal Family Community Care Centre Inc</b> Coffs Harbour Aboriginal Children's Holiday Activities	16,447	<b>Inner West Aboriginal Community Company Ltd</b> ACYFS ATSI Supported Playgroups	75,000
<b>Dalaigur Pre-School &amp; Children's Services Association Inc</b> Transition To School – Dalaigur Pre-School & Children's Services Association	2,334	Engaging Aboriginal & Torres Strait Islander Families	40,000
<b>DET – Batemans Bay Public School</b> Batemans Bay Early Learning Support Project	25,000	<b>Junbung Elders Aboriginal Corporation</b> Junbung Youth Activities Project	42,363
<b>DET – Berinba Public School</b> Yass Homework and Learning Centre	22,500	<b>KARI Aboriginal Resources Inc</b> Father and Son Camp (Catch and Cook)	20,250
<b>DET – Glenroi Heights Public School</b> Aboriginal Family & Community Worker – Glenroi/ Bowen	94,000	<b>Kulai Pre-School Aboriginal Corporation</b> Better Nutrition & Teeth for Coffs Harbour Aboriginal Children	49,000
YALMAMBILADHAANY	65,000	<b>Liverpool West Public School – DET SW Sydney</b> Coota Gulla Pre-School Access (Bus Driver)	35,000
<b>DET – Albion Park Rail Public School</b> Lets Read Kits for Aboriginal Families	2,000	<b>Mackillop Rural Community Services</b> Mackillop Family Worker Service – Brewarrina	92,833
<b>DET – Goulburn Public School</b> Goulburn SACC Homework and Learning Centre	20,350	Mackillop Family Worker Service – Walgett & Coonamble	166,658
<b>DET – Macintyre High School</b> Transition To High School Program (Tingha, Inverell & Gilgai)	106,709	<b>Marrickville Youth Resource Centre Inc</b> Inner West Aboriginal Professional Development and Capacity Building Project	69,459
<b>DET – Miller Public School</b> Aboriginal Supported Playgroup (Liverpool)	30,000	<b>Merana Aboriginal Community As+D104socation for the Hawkesbury</b> Aboriginal Family Support Project	50,000
<b>DET – Mungindi Central School</b> Mungindi Aboriginal Youth Worker	67,707	<b>Mid Richmond Neighbourhood Centre Inc</b> Box Ridge Coraki Playgroup Transport Project	3,290
<b>DET – Queanbeyan Public School</b> Queanbeyan SaCC Facilitator Wage Enhancement	15,000	Coraki Boxridge Youth Activities Project	10,785
<b>DET – Sanctuary Point Public School</b> Aboriginal Community Homework Centre Program	721	<b>Muli Muli Cultural Youth Aboriginal Corporation</b> Muli Muli Cultural Youth Project	5,335
<b>DET – Alexandria Park Community School</b> Aboriginal Early Literacy Project	6,823	<b>Nambucca Shire Council</b> Nambucca Aboriginal Children's Holiday Activities	16,447
<b>Department of Housing – Western Region</b> Aboriginal Child, Youth & Family Strategy	120,255	Nambucca Shire Aboriginal Youth Worker Service	42,684
<b>Durri Aboriginal Corporation Medical Service</b> Kempsey Aboriginal Children's Holiday Activities	19,546	<b>Nambucca Valley Children's Group Inc</b> Watching My Child Grow	10,000
<b>Eurobodalla Family Support Service Inc</b> South Coast Indigenous Boys Strategy Development Project	12,298	<b>Narrabri &amp; District Community Aid Service Inc</b> Aboriginal Child Youth & Family Strategy – Learning Development Network	7,231
		Narrabri Aboriginal Community Development Worker	67,707
		<b>North Coast Area Health Service (Far North Coast)</b> Aboriginal Family Support Project	74,558
		<b>SERTEC</b> Youthworks	88,054
		<b>Shared Vision Aboriginal Corporation</b> Tabulam Children's & Youth Activities	6,578
		<b>Shellharbour Aboriginal Community Youth Association Inc</b> Shellharbour Aboriginal Youth Worker in Schools project Enhancement	7,029
		<b>Shoalhaven City Council</b> NAIDOC Shoalhaven	500

## Aboriginal Child, Youth & Family Strategy (cont)

<b>South Coast Medical Service Aboriginal Corporation</b>	
Shoalhaven Aboriginal Early Support Family Worker	66,970
<b>SPYNS Inc</b>	
ACYFS Steering Committee Planning Project	10,357
Making Tracks – ACYFS	129,000
<b>The Benevolent Society (Hunter/Central Coast)</b>	
ACYFS Project Officer Central Coast	67,667
Young Black and Ready for School	46,000
<b>The Benevolent Society (Metro Central)</b>	
Aboriginal Early Years Project	85,000
<b>The Council of the Shire of Hornsby</b>	
Aboriginal Community Facilitator	18,468
<b>UnitingCare Burnside (Metro South West)</b>	
Aboriginal Fathers Group Project	19,500
<b>UnitingCare Burnside (Mid North Coast)</b>	
Care From The Beginning – Pre & Post Natal Forum	4,252
Supervision, Training & Support for Aboriginal Family Workers	39,000
<b>Tweed Aboriginal Corporation For Sport</b>	
Tweed Heads Children's and Youth Activities	32,893
<b>Wandiyali ATSI Inc</b>	
Aboriginal Young Parent Support Service	81,786
<b>Yarnteen College Inc</b>	
Youth Development Project	37,500

## Alcohol & Other Drugs Program

<b>Cabramatta – Family Support &amp; Counselling</b>	
<b>UnitingCare Burnside (Metro South West)</b>	
Moving Forward	332,267
<b>Families with AOD At-Risk Adolescents</b>	
<b>Barnardos Australia – South Coast</b>	
Indigenous Substance Use in Pregnancy & Parenting Service (ISUPPS)	200,000
<b>Getting It Together Scheme</b>	
<b>Cabramatta Community Centre Inc</b>	
Getting It Together Scheme Cabramatta	28,530
<b>Marist Youth Care Ltd (Metro West)</b>	
Nepean Youth Brokerage Service – Fixed Term	28,530
<b>Phoenix House Youth Services Inc</b>	
Rage Project – GITS – Fixed Term	28,694
<b>Samaritans Foundation (Hunter/Central Coast)</b>	
The Hub – Getting It Together – Fixed Term	28,694
<b>South Sydney Youth Services</b>	
Streetbeat Intensive Support Program	163,085
<b>Southern Youth and Family Services Association Inc</b>	
Resourcing Adolescents to Gain Essentials (RAGE)	
Shoalhaven	163,085
Wollongong Youth Refuge	30,461
<b>St Francis Welfare Ltd</b>	
HYPa Project	163,085
<b>Thankakali Aboriginal Corporation</b>	
Case Management for Vulnerable Youth	161,590

<b>The Salvation Army Australia Eastern Territory Social Work (Metro Central)</b>	
Kings Cross Intensive Support Program	163,085
<b>The Ted Noffs Foundation Inc (Metro West)</b>	
Case Management/Brokerage Youth Support	161,590
<b>UnitingCare Burnside (Metro South West)</b>	
Burnside Macarthur Family Centre	163,085
<b>Youth Drug Court</b>	
<b>Marist Youth Care Ltd (Statewide)</b>	
Youth Drug Court – Accommodation	64,328
<b>The Bridge Youth Service Inc</b>	
Youth Drug Court – Bridge Accommodation Service	66,422
<b>The Salvation Army (NSW) Property Trust: Youthlink</b>	
Youth Drug & Alcohol Court Case Management & Brokerage Service – GW Sydney	576,791
<b>Edmund Rice Community Services (F&amp;CP)</b>	
Youth Drug Court – Bidwill Accommodation Service	62,732
<b>Waverley Action for Youth Services</b>	
Youth Drug & Alcohol Court Case Management & Brokerage – Eastern Area	288,930

## Area Assistance Scheme

<b>Aberdeen Community Caring Inc</b>	
Uniting Our Community	35,200
<b>Accessible Arts</b>	
Accessible Arts Sustainability Model for Western Sydney	150,641
<b>Adele Dundas Inc</b>	
Community Access Program Coordinator	67,500
<b>Anglicare</b>	
Male Anger Management and Capacity Building	73,290
<b>Anglicare North Coast1</b>	
Kafe Karibuni (You're All Welcome)	20,000
<b>Asian Women at Work Inc</b>	
Asian Women Workers Self Support Groups	102,020
<b>Auburn Youth Centre Inc (AYC)</b>	
Youth Literacy and Transition to Work Program	80,997
<b>Australian Arabic Palestinian Support Association (AAPSA)</b>	
Strengthening Communities	102,236
<b>Bankstown Community Resource Group Inc</b>	
The Total Communication Series	90,085
<b>Baptist Community Services Ltd.</b>	
R.E.A.C.T.T	14,984
<b>Baptist Community Services Ltd.</b>	
Darcy House	60,035
<b>Barnardos Australia</b>	
Auburn Womens Space	27,577
<b>Baulkham Hills Holroyd Parramatta Migrant Resource Centre</b>	
Capacity Building Project for Communities from the Horn of Africa	65,052
<b>Bay and Basin Community Resources Inc.</b>	
Shoalhaven Mobile Youth Centre	70,000
<b>Bellambi Neighbourhood Centre</b>	
Northern District Aboriginal Community Project	59,375
<b>Bellingen Neighbourhood Centre Inc.</b>	
Bellingen Shire No Interest Loans Scheme	28,400
<b>Bellingen Shire Council</b>	
Dorrigo Neighbourhood Program Coordinator	70,000

## Area Assistance Scheme (cont)

\$

<b>Bellingen Shire Support Network Inc</b> Bellingen Shire Toy Library	10,500	<b>Family Services Illawarra Inc</b> Kids Healthy Relationships Groups	16,084
<b>Blacktown City Council</b> Aboriginal Youth Council	115,517	<b>Federal School of The Arts Association Incop.</b> Federal Film Society Equipment Project	9,934
<b>Blue Mountains Aboriginal Culture and Resource Centre</b> Coordinator – 1713305	100,000	<b>Fig Tree Community Garden</b> Friends of Figtree	34,068
<b>Blue Mountains Womens Health Centre Inc</b> Young Womens Access and Advocacy Project	55,161	<b>Forster Neighbourhood Centre Inc</b> Forster Tuncurry Community Garden	21,742
<b>Burnside, Cabramatta Multicultural Family Centre</b> Dads and Kids	57,825	<b>Friends of STARTTS Inc</b> Refugee volunteer and capacity building project	73,795
<b>Byron Shire Council – CARE Inclusion Support Team</b> Affordable Housing Implementation	42,317	<b>Friends of STARTTS Inc.</b> Linking New Arrivals to Community Support	106,391
<b>Camden Council</b> Drives for Learners in Macarthur – Mentoring Program	44,100	<b>Gloucester Broadcasters Association Inc</b> Bucketts Radio	43,850
<b>Camden Council</b> Get There, Bus It: Safe and Accessible Transport Project for Young People in Camden	39,500	<b>Gosford City Council</b> Public and Commercial Spaces for Young People	70,000
<b>CareWorks NSW</b> ChainBreakers Recovery	143,748	<b>Grafton Estate Tenants Recreation Committee Inc.</b> Young Tenants Group	9,900
<b>Centacare</b> Family Reconciliation and Mediation Project (FRAMP)	70,000	<b>GREAT Community Transport Inc.</b> Passenger Choices Project	143,153
<b>Central Coast Community Council</b> Central Coast Leadership Development	66,994	<b>Great Lakes Council2</b> North Arm Cove Cultural Arts Annexe	36,100
<b>Central Coast Multicultural Childrens Resource Centre</b> Enhancing Cultural Diversity	9,300	<b>Great Lakes Historical Co-operative Society Ltd</b> Community History Project	9,529
<b>Central Illawarra Youth Services</b> Albion Park Youth Project	62,038	<b>Greenacre Area Neighbourhood Centre Inc</b> Transition – Development Project	100,000
<b>Cessnock City Council</b> Youth Life Skills	6,145	<b>Gurehlgam Corporation Ltd</b> Clarence Valley Aboriginal Newsletter	61,440
<b>Chester Hill Neighbourhood Centre</b> Training Day programs for disabled and carers volunteers	70,492	<b>Hawkesbury Aboriginal Community Association</b> Merana Hawkesbury Aboriginal Community Project	109,363
<b>Christian Outreach Centre1</b> Crossroads Community Cooperative	39,898	<b>Hawkesbury Area Womens and Kids Services Collective</b> Young Womens Healthy Relationships Capacity Building	47,300
<b>Clarence Valley Arts Inc</b> The Clarence Valley Youth Magazine	29,868	<b>Hawkesbury Early Childhood Intervention Service</b> Therapeutic Sensory Playgarden	4,700
<b>Clovass McKees Hill Soldiers Memorial and Community Hall Inc.</b> Adding Value to the McKees Hill Community	16,183	<b>Healthy Cities Illawarra</b> Food For Thought	44,010
<b>Comboyne Community Association</b> Comboyne Community Renewal Program	40,468	<b>Hewitt House Neighbourhood Centre Inc</b> New and Emerging Communities Outreach worker	60,850
<b>Community Links Wollondilly Inc.</b> Camden Family Support	70,000	<b>Holroyd Parramatta Migrant Services</b> Friends of Refugees	38,712
<b>Community Links Wollondilly Inc.</b> Wollondilly Living skills project	59,626	<b>Hunter Council of Social Services</b> Capacity Building Through Partnerships	110,000
<b>Community Restorative Centre</b> Central Coast CONNECT for Families	64,500	<b>Hunter Home-Start Inc.</b> Hamilton South Parenting Project	35,459
<b>Community Restorative Centre</b> Connect : Supporting Families of Prisoners	61,100	<b>Hunter Integrated Care Inc.</b> Beyond Caring	56,704
<b>Coomaditchie United Aboriginal Corporation</b> Out of the Shadows	59,783	<b>Hunter Volunteer Centre</b> Outreach Connections	53,441
<b>Cumberland Womens Health Centre Inc</b> Parramatta Holroyd Safety Project	32,880	<b>Hunter Womens Centre</b> Hunter Women's Health Service	36,698
<b>DAISI – Disability and Aged Information Service Inc</b> Companion Housing Demonstration Project	41,281	<b>Illawarra Aboriginal Corporation</b> Keeping it Alive	81,752
<b>Deaf Society of NSW</b> Parent to Parent Mentoring	26,900	<b>Illawarra Forum Inc</b> Neighbourhood Centre Consortia joint community resources project	74,211
<b>Disability Enterprises</b> Blue Print Family Centre	88,153	<b>Illawarra Forum Inc</b> Shoalhaven Community Partnership Development	15,500
<b>Dungog A and H Association Inc</b> Rural Pavilion	65,915	<b>Illawarra Koori Mens Support Group</b> Illawarra Koori Mens Support Group Coordinator	58,053
<b>Eastlakes Family Support Service Inc</b> Getting on Track	18,569	<b>Illawarra Womens Health Centre</b> Illawarra Muslim Women Unveiling the Myths Project	50,915
<b>Elderslie Community Hall Incorporated</b> Elderslie Hall Fencing	5,231	<b>Independent Living Centre NSW</b> You're Welcome	65,904
<b>Family Development Services Inc.</b> The FIBS project	61,119	<b>Jerrinja Aboriginal Land Council</b> Jerrinja Schoolhouse Project	38,312
<b>Family Services Illawarra Inc</b> Kids Healthy Relationships Groups	16,084	<b>Kalang Progress Association Inc.</b> Performance Skills Project	9,656
		<b>Kempsey Neighbourhood Centre Inc</b> The Rocks Information and Community Centre	39,000

## Area Assistance Scheme (cont)

\$

<b>Kempsey Shire Council</b> Greenhills Community Centre Coordinator	52,287	<b>Parramatta Mission</b> Single Women's Project	66,737
<b>Kyogle and District Arts Council</b> Three Senses	9,900	<b>Penrith Disabilities Resource Centre Inc.</b> Strengthening Community Links for People with Disabilities in the Nepean Area	80,353
<b>Kyogle Youth Action Inc.</b> Friday Night Accessible Youth Activities	15,928	<b>Police and Community Youth Clubs Ltd.</b> Links 4 Young People	35,750
<b>Lake Macquarie City Council</b> Westlakes Aboriginal Elders Respite	28,189	<b>Police and Community Youth Clubs NSW Ltd</b> PCYC Rock Climbing Wall	100,000
<b>Life Without Barriers</b> Empower Families with Education	12,897	<b>Police and Community Youth Clubs NSW Ltd</b> Teen Queens	10,700
<b>Lismore and District Womens Health Centre</b> Young Women's Project Officer	25,362	<b>Port Kembla Community Project</b> MENTOR (Men together our responsibility)	29,941
<b>Lismore City Council</b> Lismore Youth Page	12,000	<b>Port Stephens Council</b> Growing Spaces	47,324
<b>Lismore Neighbourhood Centre Inc.</b> N/Rivers No Interest Loans Scheme	1,250	<b>Purfleet Taree Local Aboriginal Land Council</b> Program Supervisor for Aboriginal people considered at risk	49,890
<b>Liverpool City Council</b> Made on the Kitchen Table	122,716	<b>Rainbow Childrens Centre Inc</b> Ballina Early Childhood Intervention Speech and Language Support	33,095
<b>Macarthur Community Forum</b> Coordinator – Sector Development Unit	70,000	<b>Regional Youth Support Services Inc</b> CALD Youth Development project	16,000
<b>Macarthur Community Forum</b> Muru Nanga Mai Family Healing Program	81,581	<b>Repentance Creek Public Hall Inc.</b> The Hub of the Communities	9,500
<b>Macleay Valley Arts Council</b> Disabled Person Access And Amenities	20,000	<b>Rosebank Child Sexual Abuse Service Inc</b> Adult Child Sexual Abuse Counsellor – Access	66,985
<b>Maitland City Council</b> BeroTarroWood	76,126	<b>Singleton HACC Services Inc</b> Singleton Easy Rider Bus Service	25,000
<b>Manning Valley Neighbourhood Services Inc</b> Interagency Project Worker	35,000	<b>South West Sydney Legal Centre</b> Youth Connect	54,741
<b>Mens Resource Centre</b> Men and Family Centre	134,482	<b>Southern Shoalhaven Youth Services INC</b> Ulladulla Early Intervention Youth Worker	70,000
<b>Mid Richmond Neighbourhood Centre Inc</b> Mid Richmond Outreach Youth Service	105,000	<b>Springwood Neighbourhood Centre</b> Dads In distress and Older men new ideas	29,579
<b>Mingaletta Aboriginal and Torres Strait Islander Community Co-Op</b> Indigenous Community Development Worker (Pilot Project)	81,000	<b>Springwood Neighbourhood Centre Co-op Ltd.</b> Kin Do Care (Regional Kinship Carers Project)	104,535
<b>Mt Druitt Ethnic Communities Agency</b> Together@Blacktown	69,313	<b>Swinson Cottage Family Centre Inc.</b> Tips for Positive Parenting	25,378
<b>Mullumbimby Neighbourhood Centre</b> Byron Shire Domestic Violence Outreach Project	70,000	<b>Sydney Anglican Home Mission Society Council, Trading as Anglicare, Diocese of Sydney</b> Joining The Dots	85,731
<b>Nambucca Shire Council</b> Disabled Toilet	12,600	<b>Teloopa Family Resources</b> Teloopa No Interest Loan Scheme	14,300
<b>Nambucca Valley Neighbourhood Centre Inc.</b> Keep On Building On – The Nambucca Community Centre	14,998	<b>Terrace Tenants and Associates Incorporated</b> Creating the Spirit	46,227
<b>Nepean Migrant Access</b> Build Capacity In Rural Diversity	74,120	<b>The Benevolent Society</b> Hunter Men Accessing Resources and Services	87,496
<b>Northcott</b> Macquarie Fields Paint and Play	14,140	<b>The Benevolent Society</b> Mens Access Project	78,588
<b>Northern Rivers Social Development Council</b> Regional Housing Development Project	114,149	<b>The Benevolent Society Ltd</b> Community Engagement and Action Worker	59,751
<b>Norwest Aboriginal Development Association</b> An Indigenous Learning Community	77,597	<b>The Berkeley Vale Neighbourhood Centre</b> IN SYNC	56,153
<b>Open Family Australia Inc</b> Liverpool Streetwork Project	63,800	<b>The Deaf Society of NSW</b> Unity in Diversity	46,204
<b>OzHarvest Limited</b> OzHarvest Beyond Parramatta	92,371	<b>The Disability Trust – Recreation Illawarra</b> Include Me	61,674
<b>Parramatta City Council</b> Employment Pathways for Young Africans	5,800	<b>The Junction Works Inc</b> Kids In Our Community Matter	60,429
		<b>The Neighbourhood House INc</b> Grandparent and Kinship Carers Support Service	36,572



## Area Assistance Scheme (cont)

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<b>The Parks Community Network</b> Entertainment Events for Young People	72,968
<b>The Richmond Fellowship of NSW (RFNSW)</b> Young Womens Dual Diagnosis Project	73,609
<b>The Salvation Army (NSW) Property Trust</b> Family and Community Restoration and Recovery Project	69,010
<b>The Salvation Army (NSW) Property Trust</b> African shop and arts craft co-op, Auburn	78,525
<b>The Uniting Church in Australia Property Trust (NSW) Wesley Dalmar Quakers Hill Family Centre</b> Riverstone Young Peoples Community Arts and Vocational Project	80,895
<b>The Upper Hunter Childrens Mobile Outreach Service Inc</b> Toybox Holiday Activities	10,000
<b>Tintenbar School of Arts</b> Tintenbar Hall Kitchen Upgrade	8,066
<b>TLC Volunteers Maitland</b> Your Grief	54,250
<b>Tuggerah Lakes Community College</b> Healthy for Life	39,672
<b>Tweed Valley Early Childhood Intervention Service Inc</b> SO (Shaping Outcomes) Parent Project	12,062
<b>Ulladulla and Districts Community Resources Centre</b> Men and Relationships Program	75,743
<b>UnitingCare Burnside</b> Northern Wyong Shire Community Building Project	70,000
<b>Upper Blue Mountains Child Protection Service (Gunedoo)</b> Gunedoo WSAAS Project	53,555
<b>Upper Hunter Community Services</b> Fellas in the Family: local bloke project	34,420
<b>Upper Hunter Community Services</b> Race around the Hunter	11,600
<b>Vietnamese Community in Australia – NSW Chapter Inc.</b> Co-ordination and Development of Services for Vietnamese Youth	69,687
<b>Vision Australia (formerly Royal Blind Society)</b> Volunteer Training Program to support Low Vision Services	7,481
<b>Wanaruah Local Aboriginal Land Council</b> Ngapaalowa	11,610
<b>Warrawong Residents Forum</b> Warrawong Community Kitchen	65,000
<b>Wentworth Area Community Housing</b> Housing options for disadvantaged people in the Hawkesbury	54,893
<b>Wingecarribee Shire Council</b> Aboriginal Project Worker	50,000
<b>Wollondilly Shire Council</b> The Dilly Wanderer	70,000
<b>Wollondilly Shire Council</b> Wollondilly Aboriginal Development Officer	65,337
<b>Womens Activities and Self Help House</b> Emerton Community Project	41,991
<b>Woodville Community Services Inc.</b> Koori Youth Dance Project	56,134
<b>Woodville Community Services Inc.</b> Revisiting Access	2,760
<b>Wyong Shire Council</b> Aboriginal Youth Outreach Pilot	79,420
<b>Yacaaba Centre Information and Counselling Service Port Stephens Inc.</b> Relationship Counselling for Couples and Men	45,000
<b>YWCA NSW</b> Wingecarribee Family Violence Prevention Project	70,000
<b>YWCA NSW</b> Y...ise up After school activity program	46,103

## Better Futures Program

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### Better Futures

<b>Association of Children's Welfare Agencies Inc (Metro Central)</b> Youth Sector Development – SES	25,000
<b>Beyond Empathy</b> Out of the Blue	100,000
<b>Blue Mountains Youth Accommodation and Support Service Inc</b> The Aware Project	56,000
<b>Boomerang Meeting Place Inc</b> Wanga Idingii	25,000
<b>Campbelltown City Council</b> Midnight Basketball – MAC	15,000
<b>Centacare – Newcastle</b> Families with Adolescents Education & Resource Project Francis Greenway – SPACE Project Port Stephens Adolescent & Family Counsellor Project Port Stephens SPACE Project	85,367 103,064 73,629 25,610
<b>Central Illawarra Youth Services Inc</b> Illawarra & South Coast – Youth Services Conference	5,000
<b>Cringila Community Co-operative</b> Cringila Youth Initiative	28,500
<b>DET – Guise Public School</b> Macquarie Fields Schools Connect	100,000
<b>DET – SWS Birrong Public School</b> Healthy Relationships	30,000
<b>DET – Tenterfield</b> Transition To High School – Tenterfield	63,000
<b>Dungog Information &amp; Neighbourhood Service</b> Dungog High – SPACE Project	7,127
<b>Eastern Access Community Health Inc</b> Midnight Basketball – NE	20,000
<b>Eastlakes Youth Centre Inc</b> Eastlakes SPACE Project	35,252
<b>Edgeworth Memorial Neighbourhood Centre Inc</b> North Lakes SPACE Project	10,964
<b>Eurobodalla Shire Council</b> Eurobodalla Youth Transport Project	25,000
<b>Family Worker Training &amp; Development Program</b> Better Futures Learning & Development	25,000
<b>Greater Southern Area Health Service (Riverina/Murray)</b> Positive Connections Project	120,000
<b>Greater Western Area Health Service</b> Central West Positive Connections Project 9-18's	120,000
<b>Illawarra Aboriginal Corporation</b> Myimbarr Youth and Family Support Service	150,000
<b>Illawarra Community Services Inc</b> Dapto/Koonawarra Youth Connect Illawarra & South Coast – Youth Sector Development	219,287 20,000
<b>Macarthur Community Forum Inc</b> Macarthur Youth Sector Model Development	50,000
<b>Mid North Coast Regional Council for Social Development</b> MNC – FNC Capacity Building Project MNC Youth Sector Development Project	100,000 8,333
<b>Mountains Youth Services Team Inc</b> Blue Mountains Pathways Project	20,000
<b>Narrabri &amp; District Community Aid Service Inc</b> Youth Sector Development	8,334
<b>North Richmond Community Centre Inc</b> Pathways Hawkesbury	23,000
<b>Northern Rivers Social Development Council Inc</b> FNC Youth Sector Development Project	8,333
<b>Northern Settlement Services Ltd</b> African Youth & Parenting	24,500
<b>NSW Department of Sport and Recreation</b> Community Youth Services Delivery Resource Manual	40,000
<b>Regional Youth Support Services Inc</b> Central Coast Youth Development Project	25,000

**Better Futures Program (cont)**

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**Samaritans Foundation (Hunter/Central Coast)**

Callaghan SPACE Project	20,809
LMHS SPACE Project	12,061
Maitland SPACE Project	17,607
Samaritans Creative Futures	219,287

**Shellharbour Aboriginal Community Youth Association Inc**

Shellharbour Aboriginal Youth Worker in Schools	35,000
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**Shire Wide Youth Service Inc**

Menai Youth Action Project	212,282
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**Singleton Council**

Singleton Youth Centre – SPACE	7,127
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**South Sydney Youth Services**

La Perouse Supported Activities Program	69,211
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**Southlake Community Services Inc**

Southlake Youth Centre – SPACE Project	7,127
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**SPYNS Inc**

Keeping Aboriginal Young People At School	85,000
Pathways Penrith	23,000

**Sugarvalley Neighbourhood Advancement Group**

West Wallsend SPACE Project	6,937
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**The Shack Youth Services Inc**

South Maroubra Outreach Project	99,610
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**Wesley Mission & Newcastle City Mission (Hunter)**

Newcastle SPACE Project	32,013
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**UnitingCare Burnside (Metro South West)**

Enhancing Activities Programming for 9-12's	45,000
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**Upper Hunter Shire Council**

Upper Hunter Shire SPACE Project	9,320
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**Upper Hunter Youth Services Inc**

Muswellbrook SPACE Project	7,127
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**Veritas House Inc**

Safe Healthy Relationships	50,000
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**Woodrising Neighbourhood Centre Inc**

Toronto SPACE Project	6,937
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**Youth Action & Policy Association – (Metro South West)**

Youth Sector Development – SWS	25,000
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**Youth Week****Local Councils**

Albury City Council	1,583
Armidale Dumaresq Council	1,250
Ashfield Municipal Council	1,250
Auburn Council	1,500
Ballina Shire Council	1,250
Balranald Shire Council	1,000
Bankstown City Council	2,500
Bathurst Regional Council	1,750
Baulkham Hills Shire Council	2,500
Bega Valley Shire Council	1,000
Bellingen Shire Council	1,000
Berrigan Shire Council	1,000
Blacktown City Council	2,500
Bland Shire Council	1,000
Blayney Shire Council	1,000
Blue Mountains City Council	1,500
Bogan Shire Council	1,000
Bombala Council	1,000
Boorowa Council	1,000

The Council of the City of Botany Bay	1,250
Bourke Shire Council	1,000
Brewarrina Shire Council	1,000
Broken Hill City Council	1,000
Burwood Council	1,250
Byron Shire Council	1,000
Cabonne Shire Council	1,000
Camden Council	1,250
Campbelltown City Council	2,500
City of Canada Bay Council	1,250
Canterbury City Council	2,000
Carrathool Shire Council	1,000
Central Darling Shire Council	1,000
Cessnock City Council	1,250
Clarence Valley Council	4,000
Cobar Shire Council	1,000
Coffs Harbour City Council	1,500
Conargo Shire Council	1,000
Coolamon Shire Council	1,000
Cooma-Monaro Shire Council	1,200
Coonamble Shire Council	1,000
Cootamundra Shire Council	1,000
Corowa Shire Council	1,333
Cowra Shire Council	1,000
Deniliquin Council	1,000
Dubbo City Council	1,250
Dungog Shire Council	1,000
Eurobodalla Shire Council	1,000
Fairfield City Council	2,500
Forbes Shire Council	1,000
Gilgandra Shire Council	1,000
Glen Innes Severn Shire Council	1,000
Gloucester Shire Council	1,000
Gosford City Council	2,500
Goulburn Mulwaree Council	1,333
Great Lakes Council	1,000
Greater Hume Shire Council	2,333
Greater Taree City Council	1,250
Griffith City Council	1,000
Gundagai Shire Council	1,000
Gunnedah Shire Council	1,000
Guyra Shire Council	1,000
Gwydir Shire Council	2,500
Harden Shire Council	1,000
Hawkesbury City Council	1,500
Hay Shire Council	1,000
Holroyd City Council	1,875
Hornsby Shire Council	2,500
The Council of the Municipality of Hunters Hill	1,000
Hurstville City Council	1,500
Inverell Shire Council	1,000
Jerilderie Shire Council	1,000
Junee Shire Council	1,000
Kempsey Shire Council	1,000
Kiama Municipal Council	1,000
Kogarah Municipal Council	1,250
Ku-ring-gai Council	2,000
Kyogle Council	1,000
Lachlan Shire Council	1,000
Lake Macquarie City Council	2,500
Lane Cove Council	1,250
Leeton Shire Council	1,000
Leichhardt Council	1,250
Lismore City Council	1,250
Lithgow City Council	1,500
Liverpool City Council	2,500
Liverpool Plains Shire Council	2,000
Lockhart Shire Council	1,000
Maitland City Council	1,500

## Better Futures Program (cont)

Manly Council	1,250
Marrickville Council	1,500
Mid-Western Regional Council	2,500
Moree Plains Shire Council	1,000
Mosman Council	1,000
Murray Shire Council	1,000
Murrumbidgee Shire Council	1,000
Muswellbrook Shire Council	1,000
Nambucca Shire Council	1,000
Narrabri Shire Council	1,000
Narrandera Shire Council	1,000
Narromine Shire Council	1,000
Newcastle City Council	2,500
North Sydney Council	1,250
Oberon Council	1,000
Orange City Council	1,250
Palerang Council	1,866
Parkes Shire Council	1,000
Parramatta City Council	2,500
Penrith City Council	2,500
Pittwater Council	1,250
Port Macquarie - Hastings Council	1,250
Port Stephens Council	1,250
Queanbeyan City Council	1,450
Randwick City Council	2,000
Richmond Valley Council	1,000
Rockdale City Council	1,500
Ryde City Council	1,875
Shellharbour City Council	1,500
Shoalhaven City Council	1,500
Singleton Shire Council	1,000
Snowy River Shire Council	1,000
Strathfield Municipal Council	1,250
Sutherland Shire Council	2,500
The Council of the City of Sydney	3,750
Tamworth Regional Council	4,250
Temora Shire Council	1,000
Tenterfield Shire Council	1,000
Tumbarumba Shire Council	1,000
Tumut Shire Council	1,200
Tweed Shire Council	1,500
Upper Hunter Shire Council	2,000
Upper Lachlan Shire Council	2,166
Uralla Shire Council	1,000
Urana Shire Council	1,000
Wagga Wagga City Council	1,500
Wakool Shire Council	1,000
Walcha Council	1,000
Walgett Shire Council	1,000
Warren Shire Council	1,000
Warringah Council	2,000
Warrumbungle Shire Council	2,000
Waverley Council	1,250
Weddin Shire Council	1,000
Wellington Council	1,000
Wentworth Shire Council	1,000
Willoughby City Council	1,250
Wingecarribee Shire Council	1,250
Wollondilly Shire Council	1,250
Wollongong City Council	2,500
Woollahra Municipal Council	1,250
Wyong Shire Council	2,000
Yass Valley Council	1,033
Young Shire Council	1,000

## Brighter Futures Early Intervention Program

### Brighter Futures

#### Ambarvale Rosemeadow Youth Services Committee

Ambarvale Youth Centre Refurbishment	17,500
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#### Barnardos Australia (Queanbeyan Children's Family Centre)

Cooma Early Intervention Program	130,116
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#### Bega Valley Shire Council

Bega Early Intervention Project	224,080
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#### CareSouth

Illawarra Early Intervention Program	1,530,678
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#### Casino Neighbourhood Centre Inc

Brighter Futures Early Intervention Program – Casino	396,617
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#### Centacare – Newcastle

##### (Northern – Mid North Coast)

Positive Intervention Partnership – Taree	435,426
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#### Dalaigur Pre-School & Children's Services Association Inc

Dalaigur Pre-School Community Room	50,000
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#### Family Services Illawarra Incorporated

Early Intervention – SUPPS	50,000
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#### Maitland City Council

Woodberry Family Centre	442,039
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#### Mid Richmond Neighbourhood Centre Inc

Consortium of Neighbourhood Centres (lead agency) BF Far North Coast	1,404,513
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#### Mission Australia – Wagga Wagga

Riverina Murray EIP Lead Agency Project	1,819,755
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#### Mission Australia (Northern)

Mission Australia Mid North Coast Early Intervention Program	812,922
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#### Mission Australia (Orana Far West)

Orana Far West Early Intervention Program	786,527
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#### Mission Australia (Southern)

Shoalhaven Early Intervention Project	628,322
Tablelands Early Intervention Project	464,075

#### Muloobinba Aboriginal Corporation

Aboriginal In-Home Family Support Project	73,462
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#### Nowra Family Support Service Inc

Shoalhaven Drug & Alcohol in Pregnancy & Parenting Service	82,640
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#### Samaritans Foundation (Hunter/Central Coast)

Brighter Futures Newcastle Lake Macquarie	1,896,343
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#### Save the Children Australia – Queensland Division

Tweed Mobile Family Resource Service	213,805
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#### SDN Children's Services (Metro Central)

Inner West & South East Sydney Family Resource Program	3,062,722
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#### SDN Children's Services (Southern)

Batemans Bay Brighter Futures Early Intervention	205,236
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#### Tharawal Aboriginal Corporation

Tharawal Early Intervention Program – Liverpool	105,430
Tharawal Early Intervention Program – Bankstown	79,454
Tharawal Early Intervention Program – Fairfield	92,578
Tharawal Early Intervention Program – Macarthur	263,269

#### The Benevolent Society

Brighter Futures Bankstown	648,445
Brighter Futures Fairfield	542,945
Brighter Futures Liverpool	515,984

#### The Benevolent Society (Central West)

Brighter Futures Central West	1,362,785
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#### The Benevolent Society (Hunter/Central Coast)

Lower Hunter Early Intervention	1,439,769
Upper Hunter Early Intervention	404,873

#### The Benevolent Society (Metro Central)

Northern Sydney Brighter Futures	892,574
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#### The Benevolent Society (New England)

Brighter Futures New England	1,387,005
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#### The Family Centre Inc

Tweed Homemaker Service	153,501
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#### The Junction Works Inc

Family and Community Centre Refurbishment	19,984
Recreational equipment – Rosemeadow/Ambarvale Social Housing Estate	49,500

#### Wesley Mission Health Counselling & Accom

Blacktown/Baulkham Hills Family Choices	1,556,583
Cumberland Family Choices	1,138,215
Nepean Family Choices	2,096,029

#### UnitingCare Burnside – Dubbo

Orana Far West 2 EIP Lead Agency Project	1,064,077
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## Brighter Futures Early Intervention Program (cont)

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<b>UnitingCare Burnside (Hunter/CC)</b> Early Intervention Central Coast	1,859,663
<b>UnitingCare Burnside (Metro South West)</b> Macarthur Early Intervention Program	1,550,120
<b>UnitingCare Burnside (Mid North Coast)</b> Coffs Harbour Integrated Early Intervention Services	627,813
<b>The Uniting Church – Jannawi Family Centre (Metro Central)</b> Inner West Family Worker (Bilingual) Service – BF	210,000
<b>Walla Mulla Family &amp; Community Support Ltd</b> Walla Mulla Kings Cross & Woolloomooloo Family Support Initiative	105,000
<b>Vulnerable Families</b>	
<b>Barnardos Australia – South Coast</b> EIP – Substance Use In Pregnancy And Parenting	361,550
<b>North Coast Area Health Service (Far North Coast)</b> Sustained Home Visiting Service	213,418
<b>Sydney South West Area Health Service</b> Bankstown Perinatal Co-ordinator	69,361

## Children's Services Program

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### Early Childhood

#### Peak, Coordination & Resource Project

<b>Community Child Care Co-operative Ltd</b> Core Operations – CCC	241,519
<b>Early Childhood Australia NSW Inc</b> Early Childhood Policy	28,071
<b>Ethnic Child Care Family &amp; Community Services Co-operative</b> Children's Services Culturally & Linguistically Diverse (CALD) Project	185,125
<b>Kidsafe NSW Inc (Statewide – OCC)</b> Playground Advisory Unit	23,898
<b>KU Children's Services (Statewide – OCC)</b> Advisers Project – Sydney	153,643
<b>Lady Gowrie Child Centre (Statewide – OCC)</b> Gowrie Child & Family Info Line Multicultural Resource Unit Project Rural Research & Resource Unit	86,679 85,714 113,761
<b>Network of Community Activities</b> Core Program – Network of Community Activities	140,243
<b>Pademelon Press Pty Ltd</b> World Forum Networking Fund	2,339
<b>Special Children's Project</b>	
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b> Batemans Bay Anglicare Toy Library	9,014
<b>Armidale Neighbourhood Centre Inc</b> Gubi Gabun Playgroup	54,574
<b>Armidale Toy Library Inc.</b> Armidale Toy Library	22,323
<b>Bankstown Community Resource Group Inc</b> Bankstown Mobile Minders Children's Services Community Development Officer	113,474 77,206
<b>Boori Pre-School Aboriginal Corporation</b> Aboriginal Child Care Worker Project	32,496

<b>Camden Community Connections Inc</b> Camden Area Children's Community Support Worker	30,764
<b>Camden Council</b> Children's Services Development Co-ordinator – Camden	56,997
<b>Campbelltown City Council</b> Campbelltown Child & Family Centre	147,970
<b>Canterbury Bankstown Migrant Resource Centre Inc</b> Child Minding Grant – Marrickville	6,810
<b>Canterbury City Council</b> Early Childhood Intervention Service	38,541
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b> Lower North Shore Family Support Mobile	30,838
<b>Centacare Catholic Community Services (Metro South West)</b> Centacare Early Intervention Program – Speech Pathology Position	55,590
<b>Church of England Children's Homes</b> Summer Hill Toy Library	10,121
<b>Coastwide Child &amp; Family Services Inc</b> Children's Services Supported Playgroup – Gosford	44,837
<b>Cobar Mobile Children's Services Inc</b> Cobar Mobile Children's Services	161,384
<b>Community Access Care Pair Inc</b> Community Access Care Pair	93,126
<b>Community Child Care Co-operative Ltd (NSW)</b> Children's Services Community Management Interim Intensive Governance Support	30,691
<b>Community First Step</b> Children's Project Officer – Fairfield Fairfield Occasional Care Co-ordinator Fairfield Roving Child Care Service Fairfield Roving Child Care Service 98 Lansvale/Carramar/East Fairfield Supported Playgroup Multicultural Child Care Worker	62,852 26,112 69,005 36,760 16,129 29,499
<b>Connect Child and Family Services Inc</b> Possum Toy Library	103,138
<b>Country Children's Services Association of NSW Inc</b> Administration Training & Support Project	65,127
<b>Department of Education &amp; Training – Curran Public School</b> Curran Family Enrichment Project – Schools As Community Centres	29,057
<b>Disability South West Inc</b> Noahs Ark Toy Library	15,145
<b>Ethnic Child Care, Family &amp; Community Services Co-operative</b> CALD Project Metro South West Region	70,000
<b>Fairfield City Council</b> Families Together	47,047
<b>Family Child Care Services Central Coast Inc</b> Children's Services Supported Playgroup – Wyong	44,837
<b>Gwydir Shire Council</b> Bingara Pre-School Toy Library	15,597
<b>Hawkesbury Community Outreach Services Inc</b> Colo Wilderness Mobile Resource Mobile Minders	26,108
<b>Hawkesbury Early Childhood Intervention Service Inc</b> Hawkesbury Early Childhood Intervention Service	76,160
<b>Hay Mobile Children's Service Inc</b> Hay Mobile Resource Unit	104,639
<b>Holroyd City Council</b> Holroyd Toy Library	59,981

## Children's Services Program (cont)

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<b>Holroyd/Parramatta Mobile Minds Inc</b> Mobile Minds Child Care	101,142
<b>Illawarra Children's Services Ltd (Southern)</b> Children's Services Co-ordinator – Wollongong Day Care Program – ICS	53,970 77,250
<b>Illawarra Multicultural Services Inc</b> Casual Child Minding Scheme	32,363
<b>Illawarra Toy Library Association Inc</b> Toy Library – Illawarra	116,055
<b>Inverell District Family Services Inc</b> I.D.F.S. Toy Library Mobile	117,818
<b>Jumbunna Community Pre-School &amp; Early Intervention Centre Inc</b> Jumbunna Community Pre-School & Early Intervention Centre	305,904
<b>Khancoban &amp; District Children's Resource Centre Toy Library</b> Khancoban Toy Library	23,596
<b>Koorana Child &amp; Family Centre Inc (Inner West)</b> Early Childhood Project – Koorana	57,401
<b>KU Children's Services (Metro West)</b> KU Glenhaven Mobile Service	62,511
<b>Lake Macquarie City Council</b> Lake Macquarie Children's Services Worker	55,470
<b>Lapstone Pre-School Kindergarten Association Inc</b> Early Childhood Assessment & Referral Service Early Development Program	48,485 22,624
<b>Liverpool City Council</b> Family and Children's Services Planning	53,769
<b>Macarthur Multicultural Children's Services Association Inc</b> Macarthur Multicultural Children's Services Development Officer	59,073
<b>Marayong House Neighbourhood Centre Inc</b> Blacktown Roving Child Care	82,192
<b>Marrickville Council</b> Magic Yellow Bus Project	116,540
<b>Merriwa Pre-School Kindergarten Association Inc</b> Merriwa Childrens Activity Centre	21,136
<b>Mission Australia (Metro South West)</b> South West Early Childhood Support Service	127,120
<b>Monaro Early Intervention Service Inc</b> MEIS Toy Library, Resource Centre & Outreach Service Monaro Early Intervention Service	9,106 13,295
<b>Moree Family Support Inc</b> Aladdin's Cave Toy Library	16,420
<b>Mountains Outreach Community Service Inc</b> Mountains Mobile Minds	96,004
<b>Narrabri &amp; District Community Aid Service Inc</b> Namoi Toy Library	18,167
<b>Noah's Ark Centre of Shoalhaven Inc</b> Aboriginal Child Care Worker Project Day Care Program – Noah's Ark	10,833 51,270
<b>Ooranga Family Mobile Resource Unit Assoc Inc</b> Ooranga Family Mobile Resource Unit	165,444
<b>Pathways Early Childhood Intervention Inc</b> Pathways Early Childhood Intervention	92,707
<b>Penrith City Council</b> Mobile Playvan Project Penrith Community Toy Library Special Needs Vacation Care Project – Penrith Vacation Care, 10-12 Year Olds	39,707 83,837 4,269 3,182
<b>Reachout Mobile Resource Unit Inc</b> Reachout Toy Library	44,182
<b>Resource &amp; Toy Library Broken Hill &amp; Far Western Region Inc</b> Resource & Toy Library – Broken Hill	98,559
<b>SDN Children's Services (Metro Central)</b> SDN Parent Resource Program – Poet's Corner Outreach	83,698
<b>SDN Children's Services (Metro West)</b> Child and Family Resource Centre	31,410

<b>Share Care Inc</b> Share Care Playgroup	13,718
<b>Shine for Kids Co-Op Ltd (Central West)</b> Winangaay Centre	16,417
<b>Sunny Corner Toy Library Inc</b> Sunny Corner Toy Library	23,693
<b>Sylvanvale Foundation</b> Sylvanvale Early Learning Service	107,125
<b>Tamworth Toy Library Inc</b> Tamworth Toy Library	10,814
<b>The Infants Home Ashfield</b> Specialist Intervention Services	148,052
<b>Trustees of the Society of St Vincent de Paul (NSW) (Macarthur)</b> Mingaletta Family Centre	47,039
<b>Wesley Mission Health Counselling &amp; Accom</b> The Hills Family Centre Children's Worker	20,773
<b>UnitingCare Burnside (Metro South West)</b> Children With Challenging Behaviours Hinchinbrook Child and Family Service	4,425 133,301
<b>UnitingCare Burnside (Metro West)</b> Bidwill NEWPIN	93,380
<b>Upper Hunter Children's Mobile Outreach Service Inc</b> Upper Hunter Children's Mobile Outreach Service	176,509
<b>Wee Waa &amp; District H.A.C.C. Association Inc</b> Wee Waa & District Toy Library	50,176
<b>Woodbine Neighbourhood Centre Inc</b> Macarthur Care Pair	85,656
<b>Yarran Early Intervention Inc</b> Central Coast Toy Library for Children with Special Needs	26,064
<b>Young Pre-School Kindergarten Inc</b> Young Mobile Play Activities	50,466

## Preschools & Day Care Centres

### Commonwealth Grants (Centre-Based & Wiley Park)

<b>The Grace Child Care Centre Inc</b> The Grace Child Care Centre – Commonwealth Grants	43,754
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### Long Day Care Subsidies

<b>Abbotsford Long Day Care Centre Inc</b> Abbotsford Long Day Care Centre	35,254
<b>Abercrombie Street Child Care Ltd</b> Boundary Lane Children's Centre	46,505
<b>Adamstown Child Care Centre</b> Adamstown Child Care Centre	36,079
<b>Amigoss Co-operative Ltd</b> Amigoss Child Care Centre	22,088
<b>Amy Hurd Child Care Centre Inc</b> Amy Hurd Child Care Centre	31,579
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b> St Saviour's Long Day Care	14,670
<b>Annette's Place Inc</b> Annette's Place Long Day Care – MPC	20,411
<b>Ashmont Pre-School Inc</b> Ashmont Pre-School	37,610
<b>Auburn Council</b> Auburn Long Day Care Centre	34,979
<b>Australian Turkish &amp; Kurdish Community Services Co-operative Ltd</b> Ana Kindergarten	29,354
<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b> Awabakal Long Day Care Centre	34,622
<b>Bain Park Community Pre-School Inc</b> Bain Park Community Pre-School	30,695
<b>Balmain Children's Centre Ltd</b> Balmain Children's Centre	41,857
<b>Balranald Early Learning Centre Incorporated</b> Balranald Early Learning Centre	37,487
<b>Bangalow Community Children's Centre Inc</b> Bangalow Community Pre-School	56,263

## Children's Services Program (cont)

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<b>Baptist Community Services – NSW &amp; ACT (Metro West)</b>			<b>Brewarrina Child Care Centre Association Inc</b>	
Northmead Baptist Child Care Centre – Long Day Care	32,011		Brewarrina Child Care Centre	9,596
<b>Barnardos Australia – Auburn</b>			<b>Bunya Child Care Centre</b>	
Long Day Care Program	28,525		Bunya Child Care Centre	34,525
<b>Bathurst Regional Council</b>			<b>Burwood Neighbourhood Child Care Co-operative Ltd</b>	
Bathurst Long Day Care Centre	44,798		Elm St Early Learning Centre	32,227
<b>Batlow Apple Tree Learning Centre Co-operative Ltd</b>			<b>Byron Shire Council</b>	
Batlow Pre-School Long Day Care Centre	30,075		Sand Hills Early Childhood Centre	54,486
<b>Baulkham Hills Shire Council</b>			<b>Campbell Street Children's Centre</b>	
Balcombe Heights Child Care Centre	35,845		Campbell Street Childcare & Education Centre	46,081
Castle Glen Child Care Centre	37,376		<b>Campbelltown City Council</b>	
Ellerman Child Care Centre	34,014		Amarina Child Care Centre	37,884
Eurambie Park Child Care Centre	37,721		Amber Cottage Child Care Centre	37,598
Excelsior Ave Child Care Centre	37,216		Eagles Nest Child Care Centre	30,781
North Rocks Child Care Centre	35,968		Kabbarli Early Learning Centre	34,528
<b>Bega Valley Shire Council</b>			Minto Child Care Centre	31,921
Bandara Children's Services	18,169		Parklands Child Care Centre	36,873
Eden Child Care Centre	33,232		Waratah Cottage Child Care Centre	35,213
<b>Beresfield Community Children's Education Centre</b>			Wombat Willows Child Care Centre	32,774
Beresfield Community Children's Education Centre	44,345		<b>Camperdown Child Care Centre</b>	
<b>Berrigan Children's Centre Association Inc</b>			Camperdown Child Care Centre	38,899
Berrigan Children's Centre	26,737		<b>Canterbury Children's Cottage</b>	
<b>Betty Spears Child Care Centre Ltd</b>			Canterbury Children's Cottage	28,722
Betty Spears Child Care Centre	68,925		<b>Canterbury City Council</b>	
<b>Birralee Longday Care Centre Inc</b>			Earlwood Children's Centre	30,016
Birralee Longday Care Centre	40,825		Hurlstone Park Children's Centre	32,442
<b>Birrelee Multi-Functional Aboriginal Children's Service Aboriginal Corporation</b>			Lakemba Children's Centre	27,447
Birrelee MACS Pre-School & Long Day Child Care Service	33,859		Punchbowl Children's Centre	29,674
<b>Blacktown Anglican Child Care Centre Inc</b>			<b>Cardiff Early Education &amp; Care Centre Inc</b>	
Blacktown Anglican Child Care Centre	37,312		Cardiff Early Education & Care Centre	43,498
<b>Blacktown City Council</b>			<b>Carinya Neighbourhood Children's Centre Inc</b>	
Astral Drive Child Care Centre	33,657		Carinya Neighbourhood Children's Centre	44,603
Blackett Child Care Centre	32,321		<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>	
Bob Sinclair Child Care Centre	31,443		Centacare Catholic Family Services Long Day Care	42,380
Cannon Street Child Care Centre	32,305		<b>Cessnock Multi Purpose Children's Centre Ltd</b>	
Dean Park Child Care Centre	34,193		Cessnock Long Day Care Centre	86,702
Hassall Grove Child Care Centre	36,848		<b>Charlestown Child Care &amp; Early Learning Centre</b>	
Hawke Lane Child Care Centre	37,549		Charlestown Child Care & Early Learning Centre	33,265
Hillend Road Child Care Centre	34,189		<b>Chinese Australian Services Society Co-op Ltd (CASS)</b>	
Jim Lynch Child Care Centre	31,829		Campsie Child Care Centre	40,392
Joanne Sommarco Child Care Centre	34,162		<b>City of Albury Council</b>	
John Armitage Child Care Centre	37,855		Banjora Children's Centre	49,889
Kerry Jones Child Care Centre	16,770		<b>City of Sydney Council</b>	
Kings Langley Child Care Centre	33,339		Alexandria Child Care Centre	37,206
Kings Park Child Care Centre	32,138		<b>Clovelly Child Care Centre</b>	
Kurung Child Care Centre	33,339		Clovelly Child Care Centre	39,782
Lalor Park Child Care Centre	55,837		<b>Communicare Sydney (Metro Central)</b>	
Leabons Lane Child Care Centre	33,724		Ardill House Children's Centre	34,839
Maria Howey Child Care Centre	36,848		Kurralee Children's Centre	48,932
Nan Moran Child Care Centre	32,905		Roslyn Hall Children's Centre	35,905
Riverstone Child Care Centre	32,591		Turrella Children's Centre	42,583
William Lawson Child Care Centre	32,218		<b>Communicare Sydney (Metro West)</b>	
<b>Blinky Bill Portland Child Care Centre Inc</b>			Ardill Family Centre	31,946
Blinky Bill Long Day Care	19,327		<b>Concord Family &amp; Child Care Co-op Ltd</b>	
<b>Bolton Point Child Care Centre Inc</b>			Concord Children's Centre	17,532
Bolton Point Child Care Centre	36,648		<b>Cooloon Children's Centre Inc</b>	
<b>Bourke &amp; District Multi-Purpose Child Care</b>			Cooloon Children's Centre	77,772
Bourke Child Care Centre	23,563		<b>Coonamble Children's Services Inc</b>	
<b>Bradfield Park Pre-School &amp; Child Care Centre Inc</b>			Coonamble Multi-Functional Child Care Centre	22,411
Bradfield Park Pre-School & Child Care Centre	35,206			

## Children's Services Program (cont)

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### Cowra Early Childhood Services Co-operative Ltd

Cowra Children's Mobile Resource	
Service – Long Day Care	4,161
Cowra Long Day Care (Carinya)	45,325

### Cringila Children's House

Cringila Children's House	26,560
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### Cudal Community Children's Centre

Cudal Long Day Care	2,422
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### Cuddleprie Early Childhood Learning Centre

Cuddleprie Early Childhood Learning Centre	72,119
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### Daisy Day Care Inc

Daisy Day Care	13,679
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### Deniliquin Children's Centre Inc

Deniliquin Mobile – Long Day Care	5,518
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### Dubbo City Council

Rainbow Cottage Long Day Care	38,919
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### Eastern Zone Gujaga Aboriginal Corporation

Gujaga Multifunctional Aboriginal Children's Service	33,300
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### Eastlake Community Child Care Inc

Belmont Long Day Care Centre	41,976
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### Edgeworth Child Care Centre Inc

Edgeworth Child Care Centre	35,820
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### Elmore Vale Early Learning Centre Inc

Elmore Vale Early Learning Centre	37,133
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### Elizabeth Street Extended Hours Pre-School Inc

Elizabeth Street Extended Hours Pre-School	18,471
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### Erina Baptist Community Care Limited

Erina Baptist Pre-School & Long Day Care	29,725
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### Euroka Children's Centre Inc

Euroka Children's Centre	36,159
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### Fairfield City Council

Bonnyrigg Early Learning Centre	34,157
Bonnyrigg Heights Early Learning Centre	35,245
Cabramatta Early Learning Centre	39,261
Canley Vale Early Learning Centre	27,804
Janice Crosio Early Learning Centre	32,012
St Johns Park Early Learning Centre	32,012
Tasman Parade Early Learning Centre	12,625
Wakeley Early Learning Centre	32,700
Wetherill Park Early Learning Centre	32,846

### Fairfield Nursery School Inc

Fairfield Nursery School	32,955
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### Filipino Community Co-operative Ltd

Hiyas Ng Bayan Child Care Centre	26,274
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### Forbes Child Care Centre Inc

Forbes Learning Ladder	55,865
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### Galloway Children's Centre Ltd

Galloway Children's Centre	39,179
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### Gamumbi Early Childhood Education Centre Inc

Gamumbi Early Childhood Education Centre	34,415
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### Glen Innes Severn Council

The Gum Tree Glen Children's Centre	35,960
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### Glendale Early Education Centre Inc

Glendale Early Education Centre	35,181
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### Glendore Child Care Centre Inc

Glendore Child Care Centre	25,203
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### Glenmark Pre-School Kindergarten Inc

Glenmark Pre-School Kindergarten	24,904
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### Golden Valley Children's Learning Centre Inc

Golden Valley Children's Learning Centre	34,425
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### Gosford City Council

James Mitchell Child Care Centre	42,354
Kariong Long Day Care Centre	37,287
Michael Burns Children's Centre	39,582
Niagara Park Children's Centre	36,635
Papalya Long Day Care Centre	39,417
Terrigal Children's Centre	37,287
Umina Child Care Centre	47,527

### Gosford Community Child Care Association Inc

Gosford Community Child Care Centre	38,716
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### Greek Orthodox Community of NSW Ltd

Greek Community Child Care Centre	48,181
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### Green Hills Child Care Centre Inc

Greenhills Child Care Centre	35,958
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### Grenfell Pre-School & Long Day Care Centre Inc

Grenfell Long Day Care	40,483
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### Griffith Child Care Centre

Griffith Long Day Care Centre	65,653
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### Gumnut Cottage Inc

Gumnut Cottage – Coffs Harbour	34,904
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### Gunnedah Family & Children's Service Inc

Mary Ranken Child Care Centre	31,036
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### Guyra Pre-School Inc

Guyra Pre-School & Long Day Care Centre	28,824
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### Hamilton Child Care Centre Inc

Hamilton Child Care Centre	27,250
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### Hampden Bridge Child Care Centre Inc

Hampden Bridge Long Day Care Centre	35,570
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### Hastings Pre-School/Long Day Care Centre Inc

Hastings Pre-School/Long Day Care Centre	32,936
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### Hay Plains Child Care Centre Inc

Hay Plains Child Care Centre	22,603
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### Hazelwood Child Care Centre Inc

Hazelwood Child Care Centre	29,934
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### Hillston Billylids Inc

Hillston Billylids	27,214
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### Hobartville Long Day Pre-School Inc

Hobartville Long Day Pre-School	35,622
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### Hobbit New England Pre-School & Child Care Centre Inc

Hobbit New England Pre-School & Child Care Centre	28,164
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### Holbrook Children's Centre Inc

Holbrook Children's Centre	46,338
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### Holroyd City Council

Guildford West Children's Centre	32,015
Holroyd Children's Centre – Banksia Babes	28,015
Holroyd Children's Centre – Gumnut Grove	15,609
Wenty Children's Centre	33,053

### Holsworthy Long Day & Occasional Care Centre

Holsworthy Long Day and Occasional Care Centre	31,209
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### Hornsby/Ku-ring-gai Montessori Society

Hornsby/Ku-ring-gai Montessori Pre-School	20,038
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### Hunter Region Working Women's Group Ltd

Six Hats Early Childhood Service	45,380
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### Hurstville City Council

Penshurst Long Day Care	36,199
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### Illawarra Aboriginal Corporation

Noogaleek Children's Centre	40,929
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### Illawarra Area Child Care Ltd

Alunga Child Care Centre	29,083
Clipper Road Child Care Centre	36,340
Keiraview Child Care Centre	33,018
Sanctuary Point Children's Centre	29,565
Smith Street Child Care Centre	33,407
Wallaroo Child Care Centre	39,737

### Illawarra Children's Services Ltd (Southern)

Barrack Heights Children's Centre	34,725
Bulli Children's Centre	35,285
Cobbler's Hill Children's Centre	33,769
Corrimal Children's Centre	34,943
Dapto Children's Centre	37,815
Kenny Street Children's Centre	21,917
Kiama Downs Children's Centre	34,166
Koonawarra Children's Centre	39,289
Stewart Street Children's House	33,596
Warrawong Children's House	34,834
Western Suburbs Child Care Centre	47,830

### Inner City Care Child Care Centre

Inner City Care Child Care Centre	40,106
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### Inverell District Family Services Inc

Catherine Campbell Long Day Care	49,896
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### Jesmond Early Education Centre Inc

Jesmond Early Education Centre	54,806
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### Joey's Pouch Educational Child Care Centre Inc

Joey's Pouch Child Care Centre	31,991
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### Jumbunna Children's Centre Ltd

Jumbunna Children's Centre	28,742
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## Children's Services Program (cont)

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<b>Kanga's House Child Care Centre Inc</b> Kanga's House Child Care Centre	65,812	<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b> Gumnut House Long Day Care	34,711
<b>Katoomba Children's Cottage</b> Katoomba Children's Cottage	41,629	<b>Little Bear Child Care Cottage Inc</b> Little Bear Child Care Cottage	28,622
<b>Kellys Place</b> Kelly's Place	40,735	<b>Liverpool City Council</b> Cecil Hills Children's Centre	31,683
<b>Kemblawarra Child &amp; Family Centre Inc</b> Kemblawarra Child & Family Centre	18,887	Hinchinbrook Multi-Purpose Children's Centre	55,273
<b>Kempsey Children's Services Co-operative Ltd</b> Kempsey Multi-Purpose Rural Long Day Care	25,518	Holsworthy Children's Centre	37,645
<b>Keymer Child Care Centre Inc</b> Keymer Child Care Centre	50,025	Prestons Children's Centre	34,161
<b>Kindamindi Co-op Ltd</b> Kindamindi Neighbourhood Children's Centre	28,809	Warwick Farm Children's Centre	35,565
<b>Kindilan Child Care Centre Inc</b> Kindilan Child Care Centre – Forster/Tuncurry	99,118	Wattle Grove Children's Centre	35,083
<b>Koala Child Care Centre</b> Koala Child Care Centre	46,861	<b>Macedonian Orthodox Community Church St. Petka Inc</b> Macedonian Child Care Centre "Ilinden"	20,538
<b>Kogarah Municipal Council</b> Ocean Street Kindergarten	9,282	<b>Macksville Pre-School Childcare Centre Ltd</b> Macksville Pre-School Child Care Centre	35,997
<b>Kogil Street Pre-School Association Inc</b> Kogil Street Pre-School	25,467	<b>Macquarie University Union Ltd in Liquidation</b> Macquarie University Union Child Care Centre (Gumnut Cottage)	53,986
<b>Kookaburra Korner Early Education Centre Inc</b> Kookaburra Korner Early Education Centre	40,862	<b>Maitland Child Care Centre Inc</b> Shamrock Hill Early Learning & Long Day Care Centre	38,412
<b>KU Children's Services (Hunter/Central Coast)</b> KU Kintaiba Community Child Care Centre	48,540	<b>Malabar/Chifley Parents Co-operative Ltd</b> Blue Gum Cottage Children's Centre	27,153
KU Wonnayba Child Care Centre	32,940	<b>Mamma Lena Child Care Centre Inc</b> Mamma Lena Child Care Centre	58,064
<b>KU Children's Services (Metro Central)</b> KU Centennial Parklands Children's Centre	46,132	<b>Manly Council</b> The Roundhouse Child Care Centre	32,544
KU Concord Children's Centre	5,844	<b>Maronite Sisters of the Holy Family</b> Maronite Sisters Pre-School	43,184
KU Laurel Tree House Child Care Centre	27,355	<b>Maroubra Neighbourhood Children's Centre</b> Maroubra Neighbourhood Children's Centre	25,925
KU Macquarie Park Children's Centre	37,182	<b>Marrickville Council</b> Addison Road Child Care Centre	35,522
KU Phillip Park Children's Centre	35,287	Cavendish Street Child Care Centre	23,461
KU Ultimo Child Care Centre	52,339	Deborah Little Child Care Centre	52,175
KU Union Child Care Centre	48,218	Enmore Child Care Centre	35,072
<b>KU Children's Services (Metro South West)</b> KU Chester Hill Children's Centre	37,306	May Murray Child Care Centre	15,191
KU CT Lewis Child Care Centre	45,193	Tillman Park Child Care Centre	41,511
KU Greenacre Children's Centre	36,500	<b>Maryland Care &amp; Early Education Centre Inc</b> Maryland Care & Early Education Centre	53,838
KU Playford Park	33,324	<b>McGraths Hill Children's Centre Inc</b> McGraths Hill Children's Centre	34,622
KU Prepaid Therapeutic Childcare Places	6,430	<b>Merindah Children's Centre Inc</b> Merindah Children's Centre	22,353
<b>KU Children's Services (Metro West)</b> KU Village Green Children's Centre	40,496	<b>Merrydays Kindergarten Society Inc</b> Merrydays Kindergarten	32,140
<b>Kubby House Child Care Centre Inc</b> The Kubby House Child Care Centre	14,372	<b>Metford Child Care Centre Ltd</b> Metford Child Care Centre	39,393
<b>Kurri Early Childhood Centre Inc</b> Kurri Early Childhood Centre	69,523	<b>Mid-Western Regional Council</b> Mudgee Child Care Centre	37,274
<b>Lady Gowrie Child Centre (Metro Central)</b> Gowrie Child Care Centre	73,183	<b>Miller Baptist Church</b> Huz 'N' Buz Child Care	9,744
<b>Lane Cove Council</b> Kindy Cove Long Day Care Centre	50,551	<b>Milperra Community and Children's Services Ltd</b> Milperra Child Care Centre	37,707
<b>Lao Community Advancement NSW Co-op Ltd</b> Vattana Neighbourhood Children's Centre	25,700	<b>Mitchell Child Care Association Inc</b> Mitchell Child Care Centre	34,538
<b>Leeton Child Care Centre Inc</b> Leeton Long Day Care Centre	34,934	<b>Moree Plains Shire Council</b> Gwydir Day Care & Pre-School	41,066
<b>Leichhardt Municipal Council</b> Annandale Child Care Centre	25,521	<b>Morrisset &amp; District Children's Co-operative Ltd</b> Morrisset & District Children's Centre	26,302
John McMahon Child Care Centre	12,636	<b>Mount Druitt Church of Christ Child Care Centre Inc</b> Mount Druitt Church of Christ Child Care Centre	22,205
Leichhardt Children's Centre	35,425		
<b>Lismore City Council</b> Koala Long Day Care Centre	35,649		

## Children's Services Program (cont)

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<b>Mount Hutton Child Care Centre</b> Mount Hutton Child Care Centre	32,755	<b>Richmond Valley Care-Ring Association Inc</b> Care-Ring Children's Centre	44,829
<b>Mount Victoria Public School Multi-Purpose Child Centre Inc</b> Possum's Patch Child Care Centre	19,681	<b>Rosebery Child Care Centre</b> Rosebery Long Day Care	33,576
<b>Mountain Community Children's Centre Inc</b> Mountain Community Children's Centre	55,915	<b>Royal Society for the Welfare of Mothers &amp; Babies</b> Guthrie Child Care Centre	27,474
<b>Multi Purpose Allira Gathering Association Inc</b> Multi Purpose Allira Gathering	32,182	<b>Rozelle Child Care Centre Ltd</b> Rozelle Child Care Centre	68,769
<b>Murawina Ltd</b> Murawina	56,354	<b>Salamander Child Care Centre Inc</b> Salamander Child Care Centre	52,127
<b>Muswellbrook Child Care Centre Inc</b> Muswellbrook Child Care Centre	27,881	<b>SDN Children's Services (Metro Central)</b> SDN Erskineville Child and Family Learning Centre	33,791
<b>Narrandera Pre-School Inc</b> Narrandera Pre-School Early Childhood Centre	32,596	SDN Hurstville Child and Family Learning Centre	19,766
<b>New School of Arts Neighbourhood House Inc</b> South Grafton Long Day Care Centre	58,210	SDN Linthorpe St Child and Family Learning Centre	33,907
<b>Nought to Five Early Childhood Centre Inc</b> Nought to Five Early Childhood Centre	28,221	SDN Lois Barker Child and Family Learning Centre	39,424
<b>Nurruby Children's Services Inc</b> Nurruby Childcare Centre & Pre-School	34,840	SDN Marrickville Child and Family Learning Centre	36,726
<b>Orange City Council</b> Courallie Park Child Care Centre	32,104	SDN Mosman Child and Family Learning Centre	33,791
Spring Street Child Care Centre	65,089	SDN Northern Suburbs Child and Family Learning Centre	50,690
Yarrowong Child Care Centre	31,218	SDN Paddington Child and Family Learning Centre	61,952
<b>Parkes Early Childhood Centre Inc</b> Parkes Long Day Care	28,657	SDN Pymont Child and Family Learning Centre	36,614
<b>Parramatta City Council</b> Dundas Child Care Centre	32,157	SDN Redfern Child and Family Learning Centre	45,052
Ermington Possum Patch	33,436	SDN Riverwood Child and Family Learning Centre	42,386
Frances Fisk Child Care Centre	34,556	SDN Surry Hills Child and Family Learning Centre	45,052
Jubilee Park Child Care Centre	32,601	SDN Woolloomooloo Child and Family Learning Centre	78,842
Northmead Redbank Children's Centre	37,031	<b>SDN Children's Services (Metro West)</b> SDN Ngallia Child and Family Learning Centre	42,554
<b>Penrith City Council</b> Blue Emu Children's Centre	34,571	<b>SDN Children's Services (Southern)</b> SDN Lady McKell Child and Family Learning Centre	31,420
Carita Children's Centre	33,339	<b>SDN Children's Services (Western)</b> SDN Hamilton Street Child and Family Learning Centre	31,314
Cook Parade Children's Centre	34,953	<b>Shellharbour City Council</b> Warilla Child Care Centre	32,835
Erskine Park Children's Centre	33,771	<b>Singleton Council</b> Colleen Gale Children's Centre	53,748
Jamisonstown Children's Centre	37,708	<b>Smithfield Child Care Centre Inc</b> Smithfield Child Care Centre	48,265
Kindana Children's Centre	38,676	<b>Snugglypot Day Care Centre Inc</b> Snugglypot Day Care Centre	71,813
Koala Corner Children's Centre	38,431	<b>South Coast Workers Child Care Ltd</b> South Coast Workers Child Care Centre	40,825
Platypus Playground Children's Centre	34,458	<b>St Andrew's Children's Neighbourhood Centre Inc</b> St Andrew's Children's Neighbourhood Centre	20,172
Ridge-ee-Didge Children's Centre	34,193	<b>St Anthony's Family Care (Metro Central – Inner West)</b> St Anthony's Long Day Care	23,063
Stepping Stones Children's Learning Centre	33,657	<b>St Mark's Child Care Centre Oakhurst Inc</b> St Mark's Child Care Centre – Oakhurst	31,228
Strauss Road Children's Centre	35,153	<b>St Mary's Child Care Centre Ltd</b> St Mary's Child Care Centre	32,636
Tamara Children's Centre	34,498	<b>St Michael's Family Centre Ltd</b> St Michaels Long Day Care Centre – Baulkham Hills	20,376
The Emu Plains Kids Place	33,811	<b>St Paul's Lutheran Kindergarten Inc</b> St Paul's Lutheran Kindergarten	20,390
Wattle Glenn Children's Centre	37,362	<b>St Thomas Rozelle Child Care Centre</b> St Thomas Child Care Centre	29,801
Werrianda Children's Centre	34,561	<b>Strathfield One-Stop Child Care Services Inc</b> Strathfield One Stop Child Care Service – Long Day Care	62,519
Werrington County Children's Centre	36,010	<b>Style's Street Children's Community Long Day Care Centre Inc</b> Style's Street Children's Community Long Day Care Centre	46,118
Yoorami Children's Centre	52,721	<b>Sutherland Shire Council</b> Allison Crescent Long Day Care Centre	39,356
<b>Pippies Early Childhood Centre Inc</b> Pippies Multi Purpose Centre – Long Day Care	20,110	Bradman Road Child Care Centre	34,200
<b>Pittwater Council</b> Warriewood Children's Centre	12,915	Caldarra Avenue Child Care Centre	42,882
<b>Playmates Cottage Child Care Centre Dubbo Inc</b> Playmates Cottage Child Care Centre	38,919	Canberra Road Child Care Centre	42,435
<b>Port Stephens Council</b> Meadowie Children's Centre	67,292	Dianella Street Child Care Centre	45,197
<b>Possum's Corner</b> Possum's Corner	35,173	Fauna Place Child Care Centre	33,428
<b>POW Place Community Child Care Centre Ltd</b> POW Place Community Child Care Centre	34,766	Franklin Road Child Care Centre	42,656
<b>Queanbeyan City Council</b> South Queanbeyan Children's Centre	22,216	Hobart Place Child Care Centre	35,342
<b>Rainbow Children's Centre Inc</b> Rainbow Children's Centre	31,950	Moore Street Child Care Centre	51,595
<b>Rainbow Street Child Care Centre Inc</b> Rainbow Street Child Care Centre	34,761	Soldiers Road Child Care Centre	35,192
<b>Randwick Open Care For Kids Inc</b> Randwick Open Care For Kids	35,336	Waratah Street Child Care Centre	35,348
<b>Raymond Terrace Early Education Centre Inc</b> Raymond Terrace Early Education Centre	37,154	<b>Sydney South West Area Health Service (Metro Central)</b> Lucas Street Child Care Centre	32,538
		<b>Tenterfield Child Care Centre Inc</b> Tenterfield Long Day Care Centre	31,793

## Children's Services Program (cont)

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<b>Tharawal Aboriginal Corporation</b>			<b>Tibooburra Multi Purpose Centre Inc</b>	
Tharawal Long Day Care Centre	38,687		Tibooburra Multi Purpose Centre – Long Day Care	13,984
<b>The Benevolent Society (Metro Central)</b>			<b>Toronto Community Child Care Centre Inc</b>	
Maurice O'Sullivan Child Care Centre	58,469		Toronto Community Child Care Centre	37,842
Sir Philip Baxter Child Care Centre	37,046		<b>Tottenham Pre-School Kindergarten Assoc Inc</b>	
Sir Philip Baxter Child Care Centre – Extension	16,681		Tottenham Early Childhood Centre	4,120
<b>The Council of the City of Botany Bay</b>			<b>Towri Aboriginal Corporation</b>	
Hillsdale Child Care Centre	45,548		Towri Multi-Functional Aboriginal Children's Services Centre	29,057
Mascot Child Care Centre	31,314		<b>Toxteth Kindergarten Inc</b>	
<b>The Council of the Shire of Hornsby</b>			Toxteth Kindergarten	17,024
Asquith Nursery & Pre-School	33,867		<b>Trundle Children's Centre Inc</b>	
Cherrybrook Nursery & Pre-School	37,587		Trundle Children's Service	23,071
Hornsby Nursery & Pre-School	30,640		<b>Trustees Roman Catholic Church Diocese of Lismore</b>	
Somerville Park Early Childhood Education Centre	26,054		St Agnes Pre-School & Long Day Care Centre	40,514
Westleigh Nursery & Pre-School	35,926		<b>Tullamore Pre-School &amp; Child Care Centre Inc</b>	
<b>The Fraternal Society of Tripoli &amp; Mena Districts Ltd</b>			Tullamore Child Care Centre	1,928
Arabic Australian Child Care Centre	31,683		<b>Tumbarumba Pre-School Kindergarten Inc</b>	
<b>The Infants Home Ashfield</b>			Carcoola Children's Centre	31,923
Learning & Development Service – Murray House	6,429		<b>Tumbarumba Shire Council</b>	
Learning & Development Service – Gorton House	17,073		Puggles Children's Service Van	28,520
Learning & Development Service – Johnson House	20,204		<b>Ulladulla Children's Centre Inc</b>	
Learning & Development Service – Robinson House	30,646		Ulladulla Children's Centre	35,448
Learning and Development Centre – Rigby House	17,112		<b>University of New South Wales</b>	
<b>The Presbyterian Church (New South Wales)</b>			House at Pooh Corner Child Care Centre	55,322
<b>Property Trust (Metro South West)</b>			<b>UTS Child Care Inc</b>	
Campbelltown Presbyterian Community Child Care Centre	35,056		Magic Pudding Child Care Centre	47,316
Presbyterian Child Care Centre of Wollondilly	8,573		<b>Warners Bay Early Learning and Care Centre Inc</b>	
<b>The Salvation Army (New South Wales)</b>			Warners Bay Early Learning & Care Centre	47,074
<b>Property Trust (Metro South West)</b>			<b>Warringah Council</b>	
The Salvation Army Child Care Centre – Macquarie Fields	34,133		Belrose Community & Children's Centre	35,510
<b>The Trustees of the Society of St Vincent de Paul (NSW) (Blacktown/Baulkham Hills)</b>			Brookvale Children's Centre	37,862
Margaret Druitt Day Care Centre			Dee Why Child Care Centre	59,971
– St Vincent de Paul Society	40,197		Narrabeen Long Day Care	45,584
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro Central)</b>			<b>Waverley Council</b>	
Cinderella Kindergarten	23,077		Bronte Child Care Centre	49,883
Ella Community Child Care Centre	34,661		Gardiner Child Care Centre	23,661
Galston Long Day Care Centre	32,315		Waverley Child Care Centre	38,470
Iluka Childcare Centre	39,254		<b>West Ryde Neighbourhood Children's Centre</b>	
Kogarah Uniting Church Long Day Care	31,439		West Ryde Neighbourhood Children's Centre	30,327
North Bondi Kindergarten Long Day Care	13,372		<b>Westmeadow Child Care Centre</b>	
Paddington Children's Centre	47,203		Westmeadow Child Care Centre	38,720
Sarah's Place Long Day Care	13,653		<b>Wilberforce Early Learning Centre Inc</b>	
Summer Hill Children's Centre	23,208		Wilberforce Early Learning Centre	34,839
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro South West)</b>			<b>Willoughby City Council</b>	
Dove Cottage Children's Centre	19,451		Artarmon Child Care Centre	23,909
Dove Nest Children's Centre	27,963		Devonshire Children's Centre	34,556
Revesby Uniting Church Child Care Centre	33,241		<b>Wiradjuri Aboriginal Corporation</b>	
UnitingCare Ingleburn Children's Centre	20,889		<b>Community &amp; Child Care Centre</b>	
White Dove Children's Centre	30,895		Wiradjuri Child Care Centre	26,558
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro West)</b>			<b>Woodrising Community Pre-School &amp; Childcare Centre Inc</b>	
Grantham Heights Uniting Church Long Day Care	39,306		Woodrising Community Pre-School & Child Care Centre	39,685
Greystanes Uniting Church Child Care Centre	41,986		<b>Woodville Community Service Inc</b>	
Janis Children's Centre	61,469		Carramar Child Care Centre – Long Day Care	33,296
Noah's Ark Pre-School	35,631		<b>Woolgoolga Child Care Centre Inc</b>	
Springwood Uniting Kids Care	15,064		Woolgoolga Child Care Centre	19,751
UnitingCare Susanna Children's Centre	23,924		<b>Woy Woy Peninsula Child Care Centre Co-operative</b>	
<b>Thornton Child Care &amp; Pre-School Centre Assoc Inc</b>			Woy Woy Peninsula Long Day Care Centre	22,510
Thornton Child Care & Pre-School Centre	34,997			



## Children's Services Program (cont)

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### Wyong Shire Council

Kanwal Care & Education	62,467
Karinya Care & Education	37,206
Northlakes Care & Education	41,818
Spotted Gum Care & Education	37,282
Tom Stone Care & Education	37,252
Treelands Care & Education	37,157

### Yalbilliga Boori Day Care Centre Aboriginal Corp

Yalbilliga Boori Day Care Centre	32,924
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### Yarrunga Early Learning Centre Inc

Yarrunga Children's Centre	42,805
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### Yawarra Community & Child Care Centre Ltd

Yawarra Community Child Care Centre	24,115
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### Young Child Care Centre

Gumnut Grove Child Care Centre	38,837
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### Occasional Care Subsidies

#### Annette's Place Inc

Annette's Place Occasional Child Care – MPC	30,955
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#### Ashfield Baptist Childcare Inc

Ashfield Baptist Childcare	15,176
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#### Auburn Council

Auburn Occasional Care	16,238
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#### Australian Red Cross Society – NSW

Glen Mervyn Child Care Centre	16,314
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#### Ballina River Street Children's Centre Inc

River Street Children's Centre Occasional Care	34,333
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#### Bathurst Regional Council

Bathurst Neighbourhood Model Occasional Care – "Scallywags"	12,108
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#### Bega Valley Shire Council

Bandara Children's Services – OCC RMPC	15,086
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#### BHCCA Inc

Bankstown Occasional Care	34,952
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#### Blinky Bill Portland Child Care Centre Inc

Blinky Bill Occasional Child Care – MPC	11,391
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#### Bondi Beach Cottage Inc

Bondi Beach – The Cottage Child Care Centre	65,268
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#### Botany Family & Children's Centre Inc

Botany Family & Children's Neighbourhood Occasional Care	18,184
Botany Occasional Care Centre	14,585

#### Braidwood Pre-School Association Inc

Braidwood Pre-School Occasional Care	6,215
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#### Cabramatta Community Centre Inc

Cabramatta Community Centre Occasional Child Care	76,624
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#### Cammeray Occasional Child Care Centre Inc

Cammeray Occasional Child Care Centre	12,609
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#### Campbelltown City Council

Namut Occasional Child Care Centre	31,895
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#### Canowindra Pre-School Kindergarten Inc

Canowindra Occasional Care	7,225
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#### Canterbury City Council

Carrington Occasional Child Care Centre	80,666
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#### Caterpillar House Occasional Child

#### Care Association Inc

Caterpillar House Occasional Child Care Centre	37,612
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#### Centacare – Catholic Family Services

#### Diocese of Broken Bay (Metro Central)

Centacare Catholic Family Services Occasional Care	30,107
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#### Central Albury Occasional Child Care Assoc Inc

Central Albury Occasional Child Care Centre	305,219
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#### Chatswood Occasional Child Care Centre Inc

Chatswood Occasional Child Care Centre	55,830
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#### Children First Inc

Balmoral Street Occasional Care	31,798
Plumpton Occasional Care Centre	31,895

#### Church of England Children's Homes

Weldon Centre Neighbourhood Occasional Care	36,720
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#### City of Sydney Council

Redfern Occasional Care Indigenous Support Project	39,320
Redfern Occasional Child Care	83,291

### Communicare Sydney (Metro Central)

Rockdale Occasional Child Care Centre	30,656
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### Community First Step

Fairfield Occasional Care	35,950
The Parks Occasional Care	8,236

### Concord Occasional Child Care Inc

Concord Cubby House	43,047
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### Cowra Early Childhood Services Co-operative Ltd

Cowra Occasional Care	7,475
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### Culcairn Early Childhood Centre Inc

Culcairn Occasional Care	12,452
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### Dawn Song Children's Centre Inc

Dawn Song Occasional Child Care	11,945
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### Deniliquin Children's Centre Inc

Deniliquin Child Care Centre	25,421
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### Drummoyne Occasional Child Care Inc

Drummoyne Occasional Child Care Centre	41,120
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### Eastwood Occasional Child Care Centre Inc

Eastwood Occasional Child Care Centre	37,594
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### Georges River Community Service Inc

Georges River Neighbourhood Occasional Care Centre	16,354
Georges River Occasional Child Care Centre	29,476

### Gladesville Occasional Child Care Centre Inc

Gladesville Occasional Child Care Centre	35,821
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### Gosford Cubbyhouse Occasional & Long Day Care Centre Inc

Gosford Cubbyhouse Occasional & Long Day Care Centre	30,270
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### Hawkesbury City Council

Richmond Occasional Child Care Centre	28,823
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### Hawkesbury Community Outreach Services Inc

Colo Wilderness Mobile Occasional Child	34,088
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### Hawkesbury River Child Care Inc

Hawkesbury River Neighbourhood Occasional Care	15,673
Hawkesbury River Occasional Child Care	35,181

### Hay Mobile Children's Service Inc

Hay Mobile Farm Based Occasional Care	99,101
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### Holroyd City Council

The Sometime Centre Neighbourhood Occasional Care	31,937
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### Hurstville City Council

Hurstville Pre-school and Occasional Care Centre	39,977
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### Illawarra Area Child Care Ltd

Short Street Occasional Care Centre	31,895
Walleroo Neighbourhood Occasional Care	12,177

### Illawarra Children's Services Ltd (Metro South West)

Narellan Early Learning Centre	50,511
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### Illawarra Children's Services Ltd (Southern)

Barrack Heights Neighbourhood Occasional Care	7,248
Kiama Downs Neighbourhood Occasional Care	8,177

### Jumbunna Children's Centre Ltd

Jumbunna Neighbourhood Occasional Care	16,752
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### Kempsey Children's Services Co-operative Ltd

Kempsey Multi-Purpose Occasional Care Centre	31,344
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### Kids of the Castle Occasional Child Care Centre Inc

Kids of the Castle Occasional Child Care Centre Inc	46,649
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### Koninderie Community Based Pre-School Inc

Koninderie Neighbourhood Occasional Care	12,177
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### Koorringal Casual Child Care Centre Inc

Koorringal Occasional Child Care	56,317
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### KU Children's Services (Hunter/Central Coast)

KU Play Station Occasional Child Care Centre	95,842
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### KU Children's Services (Metro South West)

KU Macarthur Occasional Child Care Centre	33,430
KU Moss Vale Children's Centre & Occasional Child Care Centre	51,720

### KU Children's Services (Metro West)

KU Glenhaven Preschool & Occasional Child Care Centre	68,581
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### Ku-ring-gai Council

Thomas Carlyle Children's Centre	12,108
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### Lane Cove Occasional Child Care Inc

Lane Cove Occasional Child Care Centre	46,759
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### Leichhardt Municipal Council

Annandale Occasional Child Care Centre	10,026
Rozelle Occasional Care	17,178

## Children's Services Program (cont)

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<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b> Gumnut House Occasional Child Care	13,228	<b>Snugglepot Day Care Centre Inc</b> Snugglepot Occasional Care Centre	18,308
<b>Malabar Occasional Child Care Centre Inc</b> Malabar Occasional Child Care Centre	33,195	<b>St Clair Community Child Care Inc</b> St Clair Community Child Care	60,794
<b>Manly Council</b> Harbour View Children's Centre	38,423	<b>St Ives Occasional Care</b> St Ives Occasional Care	43,271
<b>Miller Baptist Church</b> Huz 'N' Buz Occasional Care	31,895	<b>St Michael's Family Centre Ltd</b> St Michaels Occasional Care	60,012
<b>Mosman Municipal Council</b> Mosman Occasional Child Care Centre	37,594	<b>St Philip's Occasional Care Centre Inc</b> St Philips Occasional Care	1,918
<b>Mount Druitt Occasional Child Care Inc</b> Mount Druitt Occasional Child Care Centre	55,045	<b>Surry Hills Neighbourhood Centre Inc</b> Surry Hills Occasional Child Care Centre	38,452
<b>Mountains Outreach Community Service Inc</b> Blue Mountains Occasional Child Care Service	74,795	<b>Sutherland Shire Family Services Inc</b> Djanaba Neighbourhood Occasional Care Service	39,359
<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Occasional Child Care Centre	44,984	<b>The Bays Occasional Child Care Centre Inc</b> The Bays Occasional Child Care Centre	45,048
<b>New School of Arts Neighbourhood House Inc</b> South Grafton Child Care Centre – Occasional	21,075	<b>The Cubbyhouse Pre-School &amp; Occasional Care Centre Inc</b> The Cubbyhouse Occasional Care Centre	16,058
<b>North Rocks/Carlingford Casual Child Care Centre</b> North Rocks/Carlingford Casual Child Care Centre	42,445	<b>The Grace Child Care Centre Inc</b> The Grace Child Care Centre – Occasional Care	26,109
<b>North Sydney OCCC T/A Crows Nest Occasional Child Care Centre</b> North Sydney Occasional Child Care Centre	27,205	<b>The Junction Works Inc</b> Tallowood Occasional Care	24,912
<b>Orange City Council</b> Orange Neighbourhood Model Occasional Care Orange Occasional Care Cottage	16,238 66,262	<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro West)</b> Noah's Ark Casual Care	25,064
<b>Pambula Pre-School Kindergarten Association Inc</b> Pebbles Occasional Care	15,711	<b>Thredbo Early Childhood Centre Inc</b> Thredbo Pre-School Occasional Care	15,982
<b>Parkes Early Childhood Centre Inc</b> Parkes Occasional Child Care Centre	24,914	<b>Trustees Roman Catholic Church Diocese of Lismore</b> St Joseph's Occasional Child Care – Laurieton	16,000
<b>Parramatta City Council</b> Westfield Occasional Child Care Centre	31,427	<b>Valla Community Pre-School Inc</b> Valla Community Occasional Care	12,177
<b>Peninsula Community Centre Inc</b> Peninsula Occasional Child Care Centre	47,091	<b>Warragamba-Silverdale Neighbourhood Centre Inc</b> Teddy Bear Cottage Occasional Care Centre	54,027
<b>Penrith Community Aid Service Association Inc</b> Occasional Child Care Centre	46,994	<b>Warringah Council</b> Warringah Mobile Occasional Care	47,470
<b>Pippies Early Childhood Centre Inc</b> Pippies Multi Purpose Centre – Occasional Care	15,442	<b>Werrington Community Project Inc</b> Werrington Occasional Child Care Integrated Centre	30,901
<b>Pittwater Council</b> Warriewood Children's Centre Occasional Care	31,664	<b>Winston Mall Children's Centre</b> Winston Mall Children's Centre	47,556
<b>Possums' Den Coffs Harbour Inc</b> Possums' Den Occasional Care	13,964	<b>Wollondilly Shire Council</b> Wollondilly Neighbourhood Occasional Care Centre Wollondilly Neighbourhood Occasional Care Centre – Special	12,177 15,080
<b>Raymond Terrace Occasional Care Centre Inc</b> Raymond Terrace Occasional Care Centre	88,069	<b>Wombat Occasional Care Centre Inc</b> Wombat Occasional Care Centre	89,978
<b>Revesby Now 'N' Then Occasional Child Care Centre Inc</b> Revesby Now 'N' Then Occasional Child Care Centre	31,895	<b>Yass Early Childhood Centre Association</b> Yass Occasional Child Care Centre	10,694
<b>Riverwood Community Centre Inc</b> Riverwood Christmas Occasional Care	8,773	<b>Preschool Brokerages – Special Needs</b>	
<b>Ryde Primary School Parents &amp; Citizens Association</b> Ryde Primary School Occasional Child Care Centre	31,937	<b>Children First Inc</b> SCAN – Western Sydney The Hills Blue Mountains & Hawkesbury	1,778,850
<b>Samaritans Foundation (Hunter/Central Coast)</b> Samaritans Early Learning Centre – Newcastle	32,104	<b>Illawarra Children's Services Ltd (Metro South West)</b> SCAN – South West Sydney	1,461,289
<b>SDN Children's Services (Southern)</b> Crookwell Pre-School Occasional Care	8,207	<b>Illawarra Children's Services Ltd (Southern)</b> SCAN – Scheme For Children With Additional Needs	833,256
<b>Shaw Street Children's Centre Inc</b> Shaw Street Children's Centre	62,872	<b>Inverell Disability Services Inc</b> SCAN – Supporting Children With Additional Needs	512,183
		<b>Jumbunna Community Pre-School &amp; Early Intervention Centre Inc</b> SCAN – Jumbunna	783,498

## Children's Services Program (cont)

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<b>KU Children's Services (Metro Central)</b> Northern Sydney SCAN	1,057,267	Barraba Pre-School	106,798
<b>Orange Community Resource Organisation Inc</b> Early Childhood Access Support Service	518,325	<b>Baulkham Hills Pre-School</b> Baulkham Hills Pre-School	102,396
<b>Samaritans Foundation (Hunter/Central Coast)</b> SCAN – Central Coast SCAN Scheme	76,877 1,241,341	<b>Beacon Hill Community Kindergarten Assoc Ltd</b> Beacon Hill Pre-School	103,135
<b>SDN Children's Services (Metro Central)</b> SCAN – Inner West SCAN – SDN	956,500 1,385,011	<b>Bega Pre-School Association Inc.</b> Bega Pre-School	101,055
<b>Preschool Subsidies</b>		<b>Bega Valley Shire Council</b> Bandara Children's Services	136,541
<b>Aberdare Pre-School Inc</b> Aberdare Pre-School	140,653	<b>Bellbird Pre-School Inc</b> Bellbird Community Pre-School	75,255
<b>Aberdeen Pre-School</b> Aberdeen Pre-School	87,015	<b>Bellingen Pre-School Inc</b> Bellingen Pre-School	118,407
<b>Adelong Pre-School Inc</b> Adelong Pre-School	28,061	<b>Belmont North Pre-School Inc</b> Belmont North Pre-School	107,337
<b>Albury Pre-School Inc</b> Albury Pre-School	148,064	<b>Bendemeer Pre-School Inc</b> Bendemeer Pre-School	35,498
<b>Alcheringa Pre-School Association Inc</b> Alcheringa Pre-School	77,098	<b>Bentley Community Pre-School Inc</b> Bentley Community Pre-School	54,852
<b>All Saints Pre-School Albion Park Inc</b> All Saints Pre-School	93,755	<b>Berala Jack &amp; Jill Pre-School Kindergarten Inc</b> Berala Jack & Jill Pre-School Kindergarten	139,107
<b>Alstonville Baptist Church</b> Alstonville Baptist Community Pre-School	95,426	<b>Berkeley Vale Pre-School Kindergarten Inc</b> Berkeley Vale Pre-School	153,552
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b> Marulan Preschool Orana Pre-School Centre	51,477 82,076	<b>Bermagui Pre-School Co-operative Society Ltd</b> Bermagui Pre-School	69,502
<b>Anglicare Diocese of Canberra &amp; Goulburn</b> St Lukes Pre-School – Wagga Wagga St Mary's Rainbow Pre-School	108,635 89,553	<b>Berry Pre-School Kindergarten Inc</b> Berry Pre-School Kindergarten	88,660
<b>Annette's Place Inc</b> Annette's Place Pre-School	56,715	<b>Bexley Jack &amp; Jill Pre-School Inc</b> Bexley Jack & Jill Pre-School	97,143
<b>Anzac Village Pre-School Association Inc</b> Anzac Village Pre-School	107,417	<b>Bilambil Community Pre-School Inc</b> Bilambil Community Pre-School	45,536
<b>Arden Anglican Pre-School Kindergarten</b> Arden Anglican Pre-School Kindergarten	53,863	<b>Binnaway Pre-School</b> Binnaway Pre-School	57,784
<b>Ardlethan Pre-School Association Inc</b> Ardlethan Pre-School	14,285	<b>Binnowiee Kindergarten Co-operative Society Ltd</b> Binnowiee Kindergarten	92,458
<b>Ariah Park Pre-School Association Inc</b> Ariah Park Pre-School	47,713	<b>Biralee Pre-School Finley Inc</b> Biralee Pre-School – Finley	104,973
<b>Armidale Community Pre-School Inc</b> Armidale Community Pre-School	89,966	<b>Birchgrove Community Association Ltd</b> Emmerick Street Community Pre-School	58,305
<b>Armidale Montessori Pre-School Inc</b> Armidale Montessori Pre-School	109,831	<b>Birubi Point Community Pre-School Inc</b> Birubi Point Community Pre-School	60,065
<b>Arncliffe Pre-School Inc</b> Arncliffe Pre-School	97,665	<b>Blackheath Kookaburra Kindergarten Inc</b> Blackheath Kookaburra Kindergarten	93,672
<b>Arndu St Paul's Pre-School</b> Arndu St Paul's Pre-School	104,198	<b>Blacktown Anglican Child Care Centre Inc</b> Blacktown Anglican Child Care Centre Pre-School	29,437
<b>Ashford Pre-School Kindergarten Inc</b> Ashford Pre-School Kindergarten	35,934	<b>Blacktown Bunyip Inc</b> Blacktown Bunyip Mobile Pre-School	80,383
<b>Austral Community Pre-School Inc</b> Austral Community Pre-School	79,412	<b>Blacktown City Council</b> Glendenning Pre-School Goddard Crescent Pre-School Quakers Hill Pre-School Kindergarten	103,317 132,555 119,427
<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b> Awabakal Pre-School	124,717	<b>Bland Shire Council</b> Bland Pre-School	145,546
<b>Ballina Fox Street Pre-School Inc</b> Ballina Fox Street Pre-School	164,873	<b>Blaxland Pre-School Kindergarten</b> Blaxland Pre-School Kindergarten	97,531
<b>Ballina River Street Children's Centre Inc</b> RSCC Pre-School	128,180	<b>Blayney Pre-School</b> Blayney Pre-School	74,985
<b>Bambi Kindergarten Association Inc</b> Bambi Kindergarten	137,664	<b>Blinky Bill Portland Child Care Centre Inc</b> Blinky Bill Pre-School	110,969
<b>Bankstown Montessori Association Inc</b> Bankstown Montessori Pre-School	40,008	<b>Blue Mountains Montessori Pre-School Inc</b> Blue Gum Children's House	54,590
<b>Baptist Community Services – NSW &amp; ACT (Metro West)</b> Auburn Baptist Church Pre-School	134,943	<b>Bomaderry Pre-School Inc</b> Bomaderry Pre-School Kindergarten	160,568
<b>Baradine Pre-School Inc</b> Baradine Pre-School	35,506	<b>Bombala Pre-School Incorporated</b> Bombala Pre-School Kindergarten	64,970
<b>Barham Pre-School Association Inc</b> Barham Pre-School	85,000	<b>Bonalbo &amp; District Pre-School Inc</b> Bonalbo & District Pre-School	43,562
<b>Barraba Pre-School Inc</b>		<b>Boolaroo/Speers Point Community Kindergarten Inc</b> Boolaroo/Speers Point Community Kindergarten	125,068
		<b>Boori Pre-School Aboriginal Corporation</b> Boori Preschool Aboriginal Corporation	122,640
		<b>Boorowa Pre-School Centre Inc</b> Boorowa Pre-School Centre	69,695

## Children's Services Program (cont)

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<b>Bowraville Community Pre-School Inc</b>		<b>Catherine Field Pre-School Kindergarten Inc</b>	
Aboriginal Learning Program	39,245	Catherine Field Pre-School	75,586
Bowraville Community Pre-School	201,390	<b>Catherine Pre-School East Maitland Inc</b>	
<b>Bradbury Pre-School Kindergarten Association Inc</b>		Catherine Pre-School	92,392
Bradbury Pre-School	113,179	<b>Cawongla Playhouse Inc</b>	
<b>Braidwood Pre-School Association Inc</b>		Cawongla Playhouse	99,470
Braidwood Pre-School	20,539	<b>Central Shoalhaven Mobile Pre-School</b>	
<b>Branxton Pre-School Inc</b>		Central Shoalhaven Mobile Pre-School	199,690
Branxton Pre-School	99,638	<b>Charles Sturt University</b>	
<b>Brayside Community Pre-School Inc</b>		Campus Pre-School	139,979
Brayside Community Pre-School	172,695	<b>Cherrybrook Community Pre-School Inc</b>	
<b>Budgewoi/Halekulani Pre-School Kindergarten Inc</b>		Cherrybrook Community Pre-School	54,271
Budgewoi/Halekulani Pre-School Kindergarten	166,027	<b>Children First Inc</b>	
<b>Bulahdelah Pre-School Inc</b>		Alpha Street Pre-School	62,694
Bulahdelah Pre-School	76,413	Balmoral Street Pre-School	211,047
<b>Bundanoon District Pre-School Kindergarten</b>		Plumpton Long Day Care Centre – Pre-School	21,830
Bundanoon District Pre-School Kindergarten	67,547	<b>Chillingham and Tyalgum Community Pre-School Inc</b>	
<b>Bundarra Pre-School Kindergarten Association Inc</b>		Chillingham & Tyalgum Community Pre-School	80,160
Bundarra Pre-School	71,242	<b>Christ Church Gladesville Pre-School Kindergarten Inc</b>	
<b>Bundeena/Maianbar Pre-School &amp; Children's Service Inc</b>		Christ Church Gladesville Pre-School Kindergarten	163,272
Bundeena/Maianbar Pre-School	49,132	<b>Christ Church St Ives Pre-School Inc</b>	
<b>Bundgeam Pre-School Inc</b>		Christ Church St Ives Pre-School	85,007
Bundgeam Community Pre-School	34,498	<b>Church of the Foursquare Gospel (Aust) Ltd</b>	
<b>Bungendore Pre-School Association Inc</b>		Calvary Chapel Pre-School Centre	138,316
Bungendore Pre-School	75,461	<b>City of Sydney Council</b>	
<b>Bunyip Pre-School Harden Inc</b>		Broughton Street Kindergarten	63,887
Bunyip Pre-School – Harden	162,737	Hilder Booler Extended Hours Kindergarten	115,667
<b>Burren Junction Pre-School Association Inc</b>		<b>Club Marconi of Bossley Park Social, Recreation &amp; Sporting Centre Ltd</b>	
Burren Junction Pre-School	37,658	Marconi Pre-School	78,294
<b>Burrumbuttock Pre-School Centre Inc</b>		<b>Clunes Community Pre-School Association Inc</b>	
Burrumbuttock Pre-School Centre	36,228	Clunes Community Pre-School	62,949
<b>Byron Bay Pre-School Inc</b>		<b>Cobar Pre-School Centre Association Inc</b>	
Cavanbah Centre	141,181	Cobar Pre-School	81,807
Jonson Street Centre	74,588	<b>Cobargo Pre-School Inc</b>	
<b>Cabarita – Mortlake Pre-School Kindergarten Inc</b>		Cobargo Pre-School	28,978
Cabarita/Mortlake Pre-School	114,462	<b>Coffs Harbour Pre-School Association Inc</b>	
<b>Calrossy School Commission</b>		Coffs Harbour Pre-School	174,594
Calrossy Pre-School	58,946	<b>Coldstream Community Pre-School Inc</b>	
<b>Camden Pre-School Kindergarten Co-operative Ltd</b>		Coldstream Community Pre-School	80,152
Camden Pre-School Kindergarten	114,884	<b>Coleambally Pre-School Kindergarten Inc</b>	
<b>Cameragal Montessori School</b>		Coleambally Pre-School Kindergarten	64,714
Cameragal Montessori School	53,865	<b>Collarenebri Pre-School Inc</b>	
<b>Campbelltown Community Pre-School Inc</b>		Collarenebri Pre-School	95,685
Campbelltown Community Pre-School	113,890	<b>Collaroy Plateau Community Kindergarten Inc</b>	
<b>Canowindra Pre-School Kindergarten Inc</b>		Collaroy Plateau Community Kindergarten	92,984
Canowindra Pre-School Kindergarten	78,033	<b>Comboyne Community Pre-School Kindergarten Inc</b>	
<b>Canterbury Community Child Care Centre Inc</b>		Comboyne Pre-School	46,952
Canterbury Community Child Care Centre	93,927	<b>Communicare Sydney (Metro Central)</b>	
<b>Cardiff Community Pre-School Inc</b>		Strathfield Sessional Pre-School	125,255
Cardiff Community Pre-School	108,522	<b>Communicare Sydney (Metro West)</b>	
<b>Carinya Neighbourhood Children's Centre Inc</b>		Kinder Kapers Pre-School	107,548
Carinya Neighbourhood Children's Centre – Pre-School	17,095	<b>Community Programs Inc</b>	
<b>Carlingford West Kindergarten Inc</b>		Jacaranda Preschool	111,461
Carlingford West Kindergarten	58,684	<b>Como Pre-School Kindergarten Assoc Inc</b>	
<b>Casino Baptist Church Christian Community Pre-School</b>		Como Pre-School	112,482
Casino Christian Community Pre-School	72,809	<b>Concord Kindergarten Association Inc</b>	
<b>Castle Hill Pre-School Kindergarten Inc</b>		Concord Kindergarten	99,572
Castle Hill Pre-School Kindergarten	98,681	<b>Concord West-Rhodes Pre-School Inc</b>	
		Concord West-Rhodes Pre-School	106,386
		<b>Condobolin Pre-School Kindergarten Inc</b>	
		Condobolin Pre-School Kindergarten	124,239



## Children's Services Program (cont)

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<b>Coogee Synagogue Batory Kindergarten Inc</b> Coogee Synagogue Batory Kindergarten	59,768	<b>DET – Coraki Public School</b> Box Ridge Early Childhood Transition Program	44,206
<b>Cooks Hill Community Pre-School Inc</b> Cooks Hill Community Pre-School	61,635	<b>DET – Murwillumbah</b> Cabbage Tree Island Early Childhood Transition Program	41,100
<b>Coolah Pre-School Kindergarten Inc</b> Coolah Pre-School Kindergarten	85,381	<b>DET – Queanbeyan</b> Queanbeyan South Public School Transition Program	29,578
<b>Coolamon Pre-School Association Inc</b> Coolamon Pre-School	94,619	<b>DET – Western (Orana Far West)</b> Barlu Kurli Preschool – Wilcannia	92,298
<b>Coolamon Shire Council</b> Ardlethan Pre-School	14,495	<b>Doonside Kindergarten Inc</b> Doonside Kindergarten	150,737
<b>Cooma Lambie Street Pre-School Association Inc</b> Cooma Lambie Street Pre-School	90,421	<b>Dorrigo Pre-School Association Inc</b> Dorrigo Pre-School	108,807
<b>Cooma North Pre-School Association Inc</b> Cooma North Pre-School	77,019	<b>Drummond Park Pre-School Association Inc</b> Drummond Park Pre-School	55,095
<b>Coonabarabran Pre-School Centre Inc</b> Coonabarabran Pre-School Centre	110,502	<b>Drummoynes Baptist Pre-School Centre</b> Drummoynes Baptist Pre-School Centre	67,947
<b>Coonamble Pre-School Association Inc</b> Coonamble Pre-School	87,243	<b>Drummoynes Pre-School Kindergarten Inc</b> Drummoynes Pre-School Kindergarten	104,234
<b>Cooranbong Valley Community Pre-School Inc</b> Cooranbong Valley Community Pre-School	82,751	<b>Dubbo &amp; District Pre-School Kindergarten Inc</b> Dubbo & District Pre-School Kindergarten	212,028
<b>Cootamundra Centenary Pre-School Association Inc</b> Cootamundra Centenary Pre-School	117,561	<b>Dubbo West Pre-School Inc</b> Dubbo West Pre-School	257,587
<b>Copmanhurst Pre-School</b> Copmanhurst Pre-School	49,019	<b>Dunedoo Pre-School Kindergarten</b> Dunedoo Pre-School Kindergarten	92,357
<b>Corowa Pre-School Association Inc</b> Corowa Pre-School Centre	101,580	<b>Dungog Community Pre-School Kindergarten Inc</b> Dungog Community Pre-School Kindergarten	95,326
<b>Country Women's Association Coraki Branch</b> Coraki CWA Pre-School	80,384	<b>Dunoon Pre-School Inc</b> Dunoon Community Pre-School	91,994
<b>Country Women's Association of NSW – Nundle</b> Nundle CWA Pre-School	34,437	<b>Durrumbul Community Pre-School Association Inc</b> Durrumbul Community Pre-School	102,705
<b>Coutts Crossing Pre-School Inc</b> Coutts Crossing Pre-School	53,629	<b>East Lindfield Community Pre-School Inc</b> East Lindfield Community Pre-School	92,162
<b>Cowra Early Childhood Services Co-operative Ltd</b> Cowra Children's Mobile Resource	87,025	<b>East Lismore Community Pre-School Inc</b> East Lismore Community Pre-School	152,388
<b>Cranbrook School</b> St Mark's Pre-School St Michael's Pre-School – Vacluse	92,161 80,704	<b>East Maitland Pre-School Kindergarten Assoc Inc</b> East Maitland Pre-School – Brunswick Street East Maitland Pre-School – George Street	134,381 113,431
<b>Crescent Head Community Pre-School</b> Crescent Head Community Pre-School	71,531	<b>East Willoughby Pre-School Inc</b> East Willoughby Pre-School	56,101
<b>Cringila Community Co-operative</b> Southern Suburbs Mobile Pre-School	92,966	<b>Eastern Suburbs Montessori Association Ltd</b> Montessori East – Bondi	47,697
<b>Cronulla Pre-School Kindergarten Association Inc</b> Cronulla Pre-School Kindergarten	142,128	<b>Eden Creek/Fairymount Pre-School Inc</b> Eden Creek/Fairymount Pre-School	81,301
<b>Crookwell Neighbourhood Centre Inc</b> Crookwell Mobile Children's Services	31,295	<b>Eden Pre-School Kindergarten Association Inc</b> Eden Pre-School Kindergarten Sapphire Mobile Children's Services	138,855 71,350
<b>Cudal Community Children's Centre</b> Cudal Community Pre-School	52,224	<b>Edgeworth Community Pre-School</b> Edgeworth Community Pre-School	77,349
<b>Culburra &amp; Districts Pre-School Inc</b> Culburra & Districts Pre-School Inc	95,773	<b>Elanora Heights Community Centre Pre-School</b> Elanora Heights Community Centre Pre-School	94,809
<b>Culcairn Early Childhood Centre Inc</b> Culcairn Pre-School	75,654	<b>Elizabeth Macarthur Montessori Pre-School Association Inc</b> Elizabeth Macarthur Montessori Pre-School	23,326
<b>Cumnock Village Pre-School Inc</b> Cumnock Village Pre-School	51,464	<b>Elonera Ltd</b> Elonera Montessori Pre-School	34,836
<b>Currambena Pre-School</b> Currambena Pre-School	54,376	<b>Emanuel School</b> The Kornmehl Centre	75,190
<b>Dalaigur Pre-School &amp; Children's Services Association Inc</b> Dalaigur Pre-School	204,751	<b>Emanuel Woollahra Pre-school</b> Temple Emanuel Woollahra Kindergarten	140,513
<b>Dandaloo Gayngil Aboriginal Corporation Inc</b> Dandaloo Gayngil Pre-School & Occasional Care Centre – Toomelah	114,318	<b>Engadine Church of Christ Pre-School</b> Engadine Church of Christ Pre-School	80,451
<b>Dareton Pre-School Inc</b> Dareton Pre-School	54,405	<b>Engadine Pre-School Kindergarten Inc</b> Engadine Pre-School Kindergarten	147,761
<b>Delegate &amp; District Pre-School</b> Delegate & District Pre-School	63,024	<b>Eugowra Community Children's Centre Inc</b> Eugowra Community Children's Centre	88,474
<b>Deniliquin Children's Centre Inc</b> Deniliquin Mobile Deniliquin Pre-School Kindergarten	83,936 187,603	<b>Eungai Pre-School Inc</b> Eungai Pre-School	76,711
<b>Denman Children's Centre Association Inc</b> Denman Children's Centre	120,009	<b>Euston Pre-School Association Inc</b> Euston Pre-School	48,531
		<b>Evans Head Pre-School Inc</b> Evans Head Pre-School	120,087
		<b>Fairfield City Council</b> Bonnyrigg Heights Early Learning Centre Pre-School Fairfield Early Learning Centre Pre-School	32,540 118,834

## Children's Services Program (cont)

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Marlborough Street Early Learning Centre Pre-School	134,324	<b>Greenacre Church of Christ</b>	86,072
Mobile 1 Early Learning Centre Pre-School	80,717	Greenacre Church of Christ Pre-School	
Mobile 2 Early Learning Centre Pre-School	83,142	<b>Grenfell Pre-School &amp; Long Day Care Centre Inc</b>	50,659
Mobile 3 Early Learning Centre Pre-School	149,776	Grenfell Pre-School	
Mobile 4 Early Learning Centre	153,524	<b>Greta Community Pre-School Inc</b>	92,840
Tasman Parade Early Learning Centre Pre-School	69,396	Greta Community Pre-School	
<b>Federal Community Childrens Centre Inc</b>		<b>Griffith Child Care Centre</b>	97,911
Federal Pre-School	150,625	Griffith Central Pre-School	
<b>Felton Street Early Learning Pre-School Inc</b>		<b>Griffith East Pre-School Inc</b>	165,863
Felton Street Early Learning Pre-School	140,675	Griffith East Pre-School Kindergarten	
<b>Forbes Pre-School Kindergarten Co-op Ltd</b>		<b>Griffith Pre-School Kindergarten Inc</b>	142,606
Forbes Pre-School Kindergarten	139,228	Griffith Pre-School Kindergarten	
<b>Forest Hill Community Pre-School Inc</b>		<b>Griffith Wiradjuri Aboriginal Pre-School Inc</b>	86,408
Forest Hill Pre-School	64,060	Griffith Wiradjuri Aboriginal Pre-School	
<b>Frederick Street Kindergarten Co-op Ltd</b>		<b>Gudga-Ga-Nura Aboriginal Pre-School Association</b>	75,580
Frederick Street Kindergarten	143,295	Gudga-Ga-Nura Pre-School	
<b>Gainmara Birrilee Pre-School Association Inc</b>		<b>Gulargambone Pre-School</b>	64,870
Gainmara Birrilee Pre-School	96,900	Gulargambone Pre-School	
<b>Ganmain Pied Piper Pre-School Inc</b>		<b>Gulgong Pre-School Inc</b>	98,198
Pied Piper Pre-School	29,556	Gulgong Pre-School	
<b>Gilgandra Pre-School Inc</b>		<b>Gulpa Pre-School Inc</b>	74,679
Gilgandra Pre-School	111,534	Gulpa Pre-School	
<b>Girrawong Pre-School Inc</b>		<b>Gummaney Aboriginal Corporation</b>	98,260
Girrawong Pre-School	188,572	Gummaney Aboriginal Pre-School	
Girrawong Pre-School Administration Support	37,188	<b>Gumnut Bowral Memorial Kindergarten Inc</b>	119,442
<b>Girrinbai Community Pre-School Inc</b>		Gumnut Bowral Memorial Kindergarten	
Girrinbai Community Pre-School	119,617	<b>Gumnut Community Pre-School</b>	73,673
<b>Glen Innes Pre-School Association Inc</b>		Gumnut Community Pre-School	
Glen Innes Pre-School	175,919	<b>Gundagai Pre-School Kindergarten Inc</b>	109,460
Glen Innes Pre-School – Outreach Program	37,618	Gundagai Pre-School Kindergarten	
<b>Glenbrook Pre-School Kindergarten Inc</b>		<b>Gunnedah Baptist Child Care Association Ltd</b>	177,873
Glenbrook Pre-School Kindergarten	98,618	Gunnedah Baptist Community Pre-School	
<b>Glenorie Pre-School Association Inc</b>		<b>Gunnedah Pre-School Kindergarten Association Inc</b>	128,542
Glenorie Pre-School	55,525	Gunnedah Pre-School	
<b>Glenreagh Pre-School Inc</b>		<b>Gunning &amp; District Pre-School</b>	162,289
Glenreagh Pre-School	98,779	Gunning & District Pre-School	
<b>Gloucester Pre-School Inc</b>		<b>Gwydir Mobile Children's Services Inc</b>	133,312
Gloucester Pre-School	113,092	Gwydir Mobile Children's Services	
<b>Goodooga Pre-School</b>		<b>Gwydir Shire Council</b>	61,678
Goodooga Pre-School	69,661	Bingara Pre-School	
<b>Goonellabah Pre-School Inc</b>		<b>Gyndarna Pre-School</b>	70,892
Goonellabah Pre-School	141,556	Gyndarna Pre-School	
<b>Gordon Pre-School Centre</b>		<b>Hamilton Community Pre-School Inc</b>	98,001
Gordon Pre-School Centre	155,383	Hamilton Community Pre-School	
<b>Gorokan Pre-School Inc</b>		<b>Happy Day Pre-School Kindergarten Inc</b>	225,002
Gorokan Pre-School	202,709	Happy Day Kindergarten – Broken Hill	
<b>Gosford Pre-School</b>		<b>Happy Days Kindergarten</b>	76,720
Gosford Pre-School	121,375	Happy Days Kindergarten – Wentworthville	
<b>Goulburn Pre-School Association Inc</b>		<b>Harbord Kindergarten Inc</b>	101,382
Goulburn Pre-School	146,219	Harbord Kindergarten 1	59,993
<b>Goulding Hill Pre-School Inc</b>		Harbord Kindergarten 2	
Goulding Hill Pre-School	105,961	<b>Hawkesbury City Council</b>	99,979
<b>Granville Multicultural Community Centre Inc</b>		Forgotten Valley Mobile Resource Unit	
Preparation Program for Children from CALD	89,130	<b>Hawkesbury Community Outreach Services Inc</b>	100,785
<b>Grays Point Pre-School Kindergarten Association</b>		Colo Wilderness Mobile Preschool	
Grays Point Pre-School	57,040	<b>Hay Pre-School Kindergarten Inc</b>	131,435
<b>Great Lakes Children's Centre Inc</b>		Hay Pre-School Kindergarten	
Great Lakes Children's Centre	200,429	<b>Heathdene Community Services Inc</b>	142,940
<b>Greater Hume Shire Council</b>		Heathdene Pre-School Kindergarten	
Walla Walla Children's Services	17,780	<b>Henry Street Community Pre-School Association Inc</b>	71,678
		Henry Street Community Pre-School	
		<b>Henty Early Childhood Association Inc</b>	68,343
		Henty Early Childhood Centre	

## Children's Services Program (cont)

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<b>Hibiscus Children's Centre</b> Hibiscus Children's Centre	82,648	Kempsey Multi-Purpose Pre-School	47,777
<b>Hills Montessori Society</b> Hills Montessori School	62,825	Kempsey South Pre-School	122,472
<b>Holsworthy Pre-School Parent's Association Inc</b> Holsworthy Pre-School	115,553	Mid North Coast Transition to School Project	15,000
<b>Holy Family Parish – Mount Druitt</b> Holy Family Pre-School	124,273	South Kempsey Preschool Aboriginal Support Program	28,531
<b>Howlong Pre-School Association Inc</b> Howlong Pre-School Centre	67,331	<b>Kenthurst Pre-School Kindergarten Inc</b> Kenthurst Pre-School	112,492
<b>Hunters Hill Pre-School Inc</b> Hunter's Hill Pre-School	133,951	<b>Kesser Torah College Ltd</b> Kesser Torah Pre-School	231,622
<b>Illawarra Aboriginal Corporation</b> Winnanggay Pre-School	99,901	<b>Khancoban &amp; District Children's Resource Centre Toy Library</b> Khancoban Pre-School	18,878
<b>Illawarra Area Child Care Ltd</b> The Basin Pre-School	99,143	<b>Kiama Pre-School Inc</b> Kiama Pre-School Kindergarten Kookaburra Kinder Mobile Pre-School	121,630 89,067
<b>Illawarra Children's Services Ltd (Southern)</b> Bellambi Point Pre-School Helensburgh Community Pre-School Port Kembla Pre-School Wollongong City Pre-School	188,936 117,363 75,081 79,343	<b>Killarney Vale Pre-School Kindergarten Inc</b> Killarney Vale Pre-School Kindergarten	127,223
<b>Illawarra Montessori Pre-School Inc</b> Illawarra Montessori Pre-School	78,676	<b>Kinburra Pre-School Inc</b> Kinburra Pre-School	124,312
<b>Iluka Pre-School Inc</b> Iluka Pre-School	67,151	<b>Kingscliff Mini School Inc</b> Kingscliff Mini School	72,249
<b>Inaburra Communications Ltd</b> Inaburra Pre-School	129,765	<b>Kingstown Pre-School Inc</b> Kingstown Pre-School	36,125
<b>Inner City Montessori Association</b> Inner City Montessori – Balmain Inner City Montessori – Kinta	72,532 49,642	<b>Kinma Ltd</b> Kinma School Pre-School	46,282
<b>Inverell District Family Services Inc</b> Inverell Jack & Jill Pre-School Kindamindi Pre-School Northern Roads Activity Van – Pre-School Tingha Pre-School	110,091 169,387 172,725 82,722	<b>Kogarah Municipal Council</b> South Hurstville Kindergarten	105,613
<b>Ivanhoe Pre-School</b> Ivanhoe Pre-School	55,935	<b>Koninderie Community Based Pre-School Inc</b> Koninderie Community Based Pre-School	77,964
<b>Jacaranda Pre-School Centre Inc</b> Jacaranda Pre-School – Caringbah	151,430	<b>Koolyangarra Pre-School Aboriginal Corporation</b> Koolyangarra Pre-School	88,080
<b>Jack &amp; Jill Pre-School Association (Lithgow) Inc</b> Jack & Jill Pre-School	125,373	<b>Koorana Child &amp; Family Cente Inc (Inner West)</b> Koorana Phillip St Pre-School Koorana-Croydon Street Pre-School	82,427 87,549
<b>Jannali Pre-School Kindergarten Inc</b> Jannali Pre-School Kindergarten	102,390	<b>Kootingal &amp; District Pre-School Inc</b> Kootingal & District Pre-School	73,814
<b>Jerilderie Pre-School Kindergarten Inc</b> Jerilderie Pre-School Kindergarten	65,688	<b>KU Children's Services (Hunter/Central Coast)</b> KU Bel Air Preschool KU Maitland Mobile PreSchool KU Mayfield Preschool KU Merewether Preschool KU Peninsula Preschool KU Swansea Preschool KU Wickham Preschool KU Windale Preschool	80,497 153,388 147,733 80,327 79,585 92,579 137,818 179,456
<b>Jerry Bailey Children's Centre Association Inc</b> Jerry Bailey Children's Centre	53,310	<b>KU Children's Services (Metro Central)</b> KU Avalon Preschool KU Bambara Road Preschool KU Berowra Preschool KU Bligh Park Preschool KU Burwood Preschool KU Cammeray Preschool KU Castlecrag Preschool KU Chatswood Community Preschool KU Chatswood West Preschool KU Cheltenham Memorial Preschool KU Croydon Preschool KU Crusader Preschool KU East Killara Preschool KU Eastwood Preschool KU Fox Valley Preschool KU Frances Newton Preschool KU Galston Preschool KU Grandstand Preschool KU Greenwich Community Preschool KU GreVILLE Preschool KU Heathcote Preschool KU Henson Street Preschool KU James Cahill Learning Together Program KU James Cahill Preschool KU John J Carroll Preschool KU Killara Park Preschool KU Killarney Heights Preschool KU Lance Child Care Centre KU Leichhardt Preschool KU Maybanke Preschool KU Mobile 1 Preschool KU Mosman Community Preschool KU Newport Preschool KU North Ryde Preschool KU Osborne Park Preschool	96,567 60,126 98,350 57,559 64,917 55,142 93,473 98,746 95,853 96,860 81,259 155,761 92,134 100,341 53,862 97,451 107,823 96,755 54,291 58,171 70,256 65,708 112,641 147,941 110,268 93,190 84,052 102,804 60,543 69,002 43,701 93,866 101,698 103,801 142,283
<b>Jesmond Community Pre-School</b> Jesmond Community Pre-School	141,094		
<b>Jindera Pre-School Association Inc</b> Jindera Pre-School Centre	74,629		
<b>Jumping Jack Community Pre-School Inc</b> Jumping Jack Community Pre-School	129,096		
<b>June RSL Memorial Pre-School Inc</b> June RSL Memorial Pre-School	93,811		
<b>Kangaroo Valley Pre-School Inc</b> Kangaroo Valley Pre-School	82,064		
<b>Kapooka Early Childhood Centre Inc</b> Kapooka Early Childhood Centre	109,865		
<b>Karingal Pre-School – Nelson Bay Inc</b> Karingal Pre-School – Nelson Bay	82,877		
<b>Karuah Community Pre-School Association Inc</b> Karuah Pre-School	43,724		
<b>Katoomba/Leura Pre-School Association Inc</b> Katoomba Leura Pre-School	188,122		
<b>Keiraville Community Pre-School Inc</b> Keiraville Community Pre-School	128,127		
<b>Kellyville Pre-School Kindergarten Inc</b> Kellyville Pre-School Kindergarten	95,421		
<b>Kempsey Children's Services Co-operative Ltd</b> Kempsey Central Pre-School	131,731		



## Children's Services Program (cont)

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KU Peter Pan La Perouse Preschool	109,803	<b>Lady Game Community Kindergarten Inc</b> Lady Game Community Kindergarten	92,134
KU Peter Pan Paddington Preschool	95,777	<b>Lake Cargelligo District Community Children's Centre Association Inc</b> Lake Cargelligo Pre-School Kindergarten	90,504
KU Petersham Preschool	143,920	<b>Lalor Park Pre-School Kindergarten Association Inc</b> Lalor Park Pre-School Kindergarten	112,932
KU Phoenix Preschool	104,156	<b>Lane Cove Children's Centre</b> Birralee Lane Cove Kindergarten	194,665
KU Randwick-Coogee Preschool	163,461	<b>Lapstone Pre-School Kindergarten Association Inc</b> Lapstone Pre-School	76,389
KU Rushcutters Bay Preschool	102,707	<b>Larool Pre-School Inc</b> Larool Pre-School	104,362
KU Saddington Street Preschool	25,953	<b>Lawrence Community Pre-School Inc</b> Lawrence Community Pre-School	35,708
KU South Turrumurra Preschool	58,094	<b>Lawson Community Pre-School Assoc Inc</b> Lawson Community Pre-School	106,243
KU St Ives Barra-Brui Preschool	94,667	<b>Learning Links</b> Learning Links Pre-School	118,366
KU Sunbeam Preschool	126,001	<b>Leeton Pre-School Association</b> Leeton Pre-School	179,401
KU Sutherland Preschool	103,938	<b>Lennox Head Community Pre-School Inc</b> Lennox Head Community Pre-School	115,327
KU Wahroonga Preschool	99,017	<b>Lightning Ridge Pre-School</b> Lightning Ridge Pre-School	128,170
KU West Pymble Preschool	96,748	<b>Lilly Pilly Community Pre-School Inc</b> Lilly Pilly Community Pre-School	84,214
<b>KU Children's Services (Metro South West)</b>		<b>Lindfield Montessori Society Inc</b> Lindfield Montessori Pre-School	29,077
KU Briar Cottage Preschool	143,795	<b>Lismore Parish Centre Pre-School Inc</b> Parish Centre Pre-School	85,204
KU Cobbity Preschool	85,452	<b>Lismore Preschool Kindergarten Inc</b> Lismore Pre-School	174,085
KU Conjola Place Preschool	45,804	<b>Lithgow Rural Multi Purpose Child Care Assoc Inc</b> Gumnut House Pre-School	99,029
KU Coomaling Mobile Preschool	57,435	<b>Little Yin Pre-School Aboriginal Corp</b> Little Yin Aboriginal Day Care Centre	77,283
KU Donkin Memorial Preschool	127,719	<b>Liverpool Districts Neighbourhood Centres Assoc</b> Pied Piper Project	91,704
KU Georges Hall Preschool	65,187	<b>Lockhart Pre-School Kindergarten Inc</b> Lockhart Pre-School Kindergarten	44,119
KU Karingal Preschool	74,898	<b>Long Flat Pre-School</b> Long Flat Pre-School	58,487
KU Liverpool City Preschool	77,336	<b>Long Jetty Pre-School</b> Long Jetty Pre-School	145,191
KU Macarthur Learning Together Preschool	68,234	<b>Lower Bucca Community Pre-School Incorporated</b> Lower Bucca Community Pre-School	77,853
KU Macquarie Fields Preschool	168,462	<b>Lower Hunter Children's Activity Van Assoc Inc</b> Cessnock Children's Activity Van Lower Hunter Children's Activity Van	78,608 97,457
KU Milperra Preschool	68,786	<b>Lower Macleay Pre-School Inc</b> Lower Macleay Pre-School	168,543
KU Mobile 3 Preschool	86,213	<b>Lutheran Church of Australia Queensland District</b> Grace Lutheran Pre-School	76,761
KU Northern Villages Mobile Preschool	84,797	<b>Lyrebird Pre-School Kindergarten – Nowra East Inc</b> Lyrebird Pre-School Kindergarten	185,157
KU Padstow Preschool	111,497	<b>Macarthur Pre-School Kindergarten Association Inc</b> Macarthur Pre-School	127,047
KU Revesby Preschool	75,503	<b>Macleay Community Pre-School Inc</b> Macleay Community Pre-School	110,193
KU Yagoona Preschool	82,576	<b>Macquarie Hills Community Pre-School Inc</b> Macquarie Hills Community Pre-School	135,958
<b>KU Children's Services (Metro West)</b>			
KU Blue Mountains Mobile Preschool	85,181		
KU Burnside Preschool	131,857		
KU Hazelbrook Preschool	86,958		
KU Hebersham Preschool	167,973		
KU Isobel Pulsford Memorial Preschool	55,058		
KU Lethbridge Park Preschool	107,579		
KU Penrith Preschool	136,094		
KU Rydalmere Preschool	74,582		
KU Shalvey Preschool	207,899		
KU Wentworthville Preschool	80,746		
KU West Merrylands Preschool	80,074		
KU Western Mobile Preschool	87,022		
KU Westmead Preschool	139,098		
<b>KU Children's Services (Riverina/Murray)</b>			
KU Kangaroo Preschool	106,817		
KU Kingfisher Preschool	104,133		
KU Koala Preschool	100,181		
KU Kookaburra Preschool	100,419		
<b>KU Children's Services (Southern)</b>			
KU Bulli Preschool	122,660		
KU Corrimal East Preschool	73,412		
KU Gwynneville Preschool	71,285		
KU Wombarra Preschool	89,710		
<b>Kulai Pre-School Aboriginal Corporation</b>			
Kulai Pre-School	142,671		
<b>Kunghur Community Pre-School Inc</b>			
Kunghur Community Pre-School	52,236		
<b>Kurnell Pre-School Kindergarten Inc</b>			
Kurnell Pre-School Kindergarten	74,222		
<b>Kurri Kurri Pre-School</b>			
Kurri Kurri Pre-School	133,778		
<b>Kyogle Pre-School &amp; Outside School Hours Care Association Inc</b>			
Kyogle Pre-School	94,418		

## Children's Services Program (cont)

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<b>Macquarie Pre-Schools Co-operative Ltd</b>			<b>Moulamein Pre-School Inc</b>	
Blackalls Park Pre-School	88,465		Moulamein Pre-School	35,302
Carey Bay Pre-School	159,131		<b>Mount Sinai College</b>	
<b>Maitland Nursery School Inc</b>			Mount Sinai College Pre-School	97,921
Maitland Nursery School	139,829		<b>Mount Warning Pre-School</b>	
<b>Manildra Pre-School Kindergarten Inc</b>			Mount Warning Pre-School	89,457
Manildra Pre-School Kindergarten	42,224		<b>Mount Zion Board of Trustees</b>	
<b>Manilla Community Pre-School Inc</b>			Mount Zion War Memorial Kindergarten	129,025
Manilla Community Pre-School & Occasional Care	117,257		<b>Mountain Pre-School Lowanna Inc</b>	
<b>Manly Council</b>			Mountain Pre-School Lowanna	64,391
Ivanhoe Park Pre-School	55,967		<b>Mudgee Pre-School Centre</b>	
Manly Community Pre-School	103,727		Mudgee Pre-School Centre	287,080
<b>Manly Vale Community Kindergarten Inc</b>			<b>Mullumbimby Community Pre-School Association Inc</b>	
Manly Vale Community Kindergarten	67,464		Mullumbimby Community Pre-School	82,862
<b>Manly Warringah Montessori Society</b>			<b>Mulwala Pre-School Inc</b>	
Farmhouse Montessori School	55,097		Mulwala Pre-School Centre	67,364
<b>Marayong Pre-School Kindergarten Inc</b>			<b>Murrin Bridge Pre-School Association Inc</b>	
Marayong Pre-School Kindergarten	112,586		Murrin Bridge Pre-School	61,024
<b>Marrickville Council</b>			<b>Murrumbateman Early Childhood Centre Assoc Inc</b>	
Globe-Wilkins Pre-School	191,823		Murrumbateman Early Childhood Centre	58,784
<b>Masada College</b>			<b>Murrurundi Community Pre-School</b>	
Masada Preschool	97,418		Murrurundi Community Pre-School	42,487
Poppy Cottage Preschool	47,394		<b>Muswellbrook Pre-School Kindergarten Inc</b>	
<b>Mathoura Pre-School Inc</b>			Muswellbrook Pre-School Kindergarten 1	180,623
Mathoura Pre-School	24,652		Muswellbrook Pre-School Kindergarten 2	41,526
<b>Mayfield Central Community Pre-School Kindergarten Ltd</b>			<b>Nabiac &amp; District Pre-School Association Inc</b>	
Mayfield Central Community Pre-School	130,881		Nabiac & District Pre-School	116,585
<b>Medowie Community Pre-School Inc</b>			<b>Nambucca Heads Pre-School Play Centre Pty Ltd</b>	
Medowie Community Pre-School	75,162		Nambucca Heads Pre-School	152,287
<b>Mendooran Preschool Inc</b>			<b>Nana Glen Pre-School</b>	
Mendooran Pre-School	67,792		Nana Glen Pre-School	76,837
<b>Menindee Children's Centre</b>			<b>Nanima Pre-School Association Inc</b>	
Menindee Children's Centre	80,040		Nanima Pre-School	103,880
<b>Merriwa Pre-School Kindergarten Association Inc</b>			<b>Narooma Pre-School Kindergarten Association Inc</b>	
Merriwa Pre-School Kindergarten	66,177		Narooma Pre-School Kindergarten	118,283
<b>Merrylands Christian Pre-School Association Inc</b>			<b>Narrabeen Community Kindergarten Inc</b>	
St Thomas/St Annes Pre-School	148,841		Narrabeen Community Kindergarten	97,439
<b>Milton Ulladulla Pre-School Association</b>			<b>Narromine Pre-School Kindergarten</b>	
Milton Ulladulla Pre-School	191,260		Narromine Pre-School Kindergarten	104,078
<b>Mindaribba Local Aboriginal Land Council</b>			<b>Narwee Pre-School Kindergarten Inc</b>	
Mindaribba Local Aboriginal Land Council Pre-School	95,291		Narwee Pre-School Kindergarten	112,671
<b>Mingoola Pre-School Inc</b>			<b>Newcastle Baptist Community Pre-School Inc</b>	
Mingoola Pre-School	53,526		Newcastle Baptist Community Pre-School	69,448
<b>Minimbah Pre-School, Primary School Aboriginal Corporation</b>			<b>Ngayaamba Waluura Aboriginal Corporation</b>	
Minimbah Pre-School	151,362		Giiguy Gamambi Pre-School	108,944
<b>Miranda Kindergarten Association Inc</b>			<b>Nimbin Pre-School &amp; Child Care Association Inc</b>	
Miranda Kindergarten	147,770		Nimbin Pre-School	85,388
<b>Mission Australia (Metro South West)</b>			<b>Nimmitabel Pre-School Inc</b>	
Miller Community Pre-School & Early Intervention Support	179,021		Nimmitabel Pre-School	45,085
Rossmore Community Pre-School	88,396		<b>Nords Wharf Community Pre-School</b>	
<b>Mittagong Pre-School Kindergarten Inc</b>			Nords Wharf Community Pre-School	43,120
Mittagong Pre-School Kindergarten	119,832		<b>Normanhurst West Community Pre-School</b>	
<b>Moama &amp; District Pre-School Centre Inc</b>			Normanhurst West Community Pre-School	29,361
Moama & District Pre-School	172,361		<b>North Brighton Pre-School</b>	
<b>Molong &amp; District Pre-School Association</b>			North Brighton Pre-School	101,559
Molong & District Pre-School	101,135		<b>North Epping Kindergarten</b>	
<b>Monaro Mobile Pre-School Inc</b>			North Epping Kindergarten Pre-School	94,368
Monaro Mobile Pre-School	118,311		<b>North Rocks Pre-School Inc</b>	
<b>Moree Pre-School Inc</b>			North Rocks Pre-School	98,777
Moree Pre-School	130,918		<b>North Ryde Community Pre-School</b>	
<b>Moresby Park Pre-School Inc</b>			North Ryde Community Pre-School	105,087
Moresby Park Pre-School	105,100		<b>North Shore Temple Emanuel</b>	
<b>Moriah War Memorial College Association</b>			Martin & Emma Hannes Pre-School	71,882
Moriah College Pre-School: John I Einfeld Campus	130,447		<b>North St Marys Neighbourhood Centre Inc</b>	
Moriah Pre-School Kindergarten	141,060		North St Marys Community Pre-School	132,940
<b>Mortdale/Oatley Baptist Church</b>			<b>Northside Baptist Pre-School – Northbridge</b>	
Minooka Pre-School Centre	106,103		Northside Baptist Pre-School	93,679
<b>Moruya Pre-School Kindergarten Inc</b>			<b>Northside Montessori Society</b>	
Moruya Pre-School Kindergarten	97,444		Stepping Stones Montessori Pre-School	70,469
			<b>Norwood Community Pre-School</b>	
			Norwood Community Pre-School	65,849
			<b>Oberon Children's Centre Inc</b>	
			Oberon Children's Centre	63,041

## Children's Services Program (cont)

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<b>Ocean Shores Pre-School Inc</b> Ocean Shores Pre-School	76,205	<b>Ponyara Pre-School Kindergarten Association Ltd</b> Ponyara Pre-School	70,648
<b>Old Bar Community Pre-School</b> Old Bar Community Pre-School	105,542	<b>Pooncarie Public School Parents &amp; Citizens Assoc Inc</b> Pooncarie Pre-School	7,687
<b>Ooranga Family Mobile Resource Unit Assoc Inc</b> Ooranga Mobile Early Childhood Service	194,826	<b>Port Macquarie Community Pre-School Ltd</b> Port Macquarie Community Pre-School Port Macquarie Pre-School Annexe	257,430 87,621
<b>Orama Pre-School Association</b> Orama Pre-School	128,338	<b>Port Stephens Council</b> Port Stephens Activity Van	163,308
<b>Orana Community Pre-School Inc</b> Orana Community Pre-School	91,409	<b>Possum's Community Pre-School Association Inc</b> Possum's Community Pre-School	82,597
<b>Orange Pre-School Kindergarten Ltd</b> Orange Pre-School Kindergarten	146,367	<b>Possums' Den Coffs Harbour Inc</b> Possums' Den Pre-School	27,270
<b>Our Lady Queen of Peace Parish</b> Our Lady Queen of Peace Parish Pre-School	54,792	<b>Pottsville Community Pre-School Inc</b> Pottsville Community Pre-School	97,500
<b>Palm Beach War Memorial Kindergarten Inc</b> Palm Beach War Memorial Kindergarten	65,279	<b>Project Enrichment of Childhood Pre-School Bourke Inc</b> PEOC Bourke Pre-School	137,577
<b>Pambula Pre-School Kindergarten Association Inc</b> Pambula NS – RMPC Pre-School Pambula Pre-School Kindergarten	56,692 114,419	<b>Pymble/Turramurra Kindergarten Inc</b> Pymble/Turramurra Kindergarten	102,098
<b>Parkes Early Childhood Centre Inc</b> Parkes Multi-Purpose Pre-School	175,627	<b>Queanbeyan &amp; District Pre-School Association</b> Harris Park Pre-School Jingera Pre-School Karabar Pre-School Waratah Pre-School	132,207 28,532 84,167 90,099
<b>Parklands Community Pre-School &amp; Children's Centre Inc</b> Parklands Community Pre-School & Children's Centre	151,703	<b>Quirindi Pre-School Kindergarten Inc</b> Quirindi Pre-School	92,208
<b>Paterson Pre-School Inc</b> Paterson Pre-School	63,716	<b>Rainbow Playhouse Pre-School Inc</b> Rainbow Playhouse Pre-School	72,399
<b>Peak Hill Pre-School Kindergarten Inc</b> Peak Hill Pre-School Kindergarten	73,801	<b>Rainbow Pre-School Association Inc</b> Rainbow Pre-School – Broken Hill	144,552
<b>Peninsula Montessori Association</b> Forestville Montessori Pre-School	69,382	<b>Raymond Terrace Community Pre-School Inc</b> Raymond Terrace Community Pre-School	201,857
<b>Pennant Hills War Memorial Children's Centre</b> Pennant Hills War Memorial Children's Centre	138,742	<b>Redhead Community Pre-School Inc</b> Redhead Community Pre-School	88,141
<b>Penrith City Council</b> Cooinda Pre-School Grays Lane Pre-School Gumbirra Pre-School Mountains to Meadows Mobile Pre-School Rainbow Cottage Pre-School St Marys Pre-School Kindergarten Tandara Pre-School	109,719 81,401 142,706 71,028 79,879 80,293 98,143	<b>Richmond Hill Community Pre-School Inc</b> Richmond Hill Community Pre-School	50,107
<b>Periwinkle Children's Centre</b> Periwinkle Pre-School	59,007	<b>Richmond Preschool Kindergarten Assoc Inc</b> Richmond Pre-School	111,686
<b>Peter Pan Pre-School Kindergarten – Tamworth Inc</b> Peter Pan Pre-School Kindergarten – Tamworth	128,651	<b>Riverina Children's Activity Van Inc</b> Riverina Children's Activity Van	82,202
<b>Peter Pan Pre-School Wollongong Inc</b> Peter Pan Pre-School – Wollongong	69,128	<b>Riverside Preschool Incorporated</b> Riverside Preschool	15,189
<b>Peter Rabbit Community Pre-School Inc</b> Peter Rabbit Community Pre-School	49,526	<b>Riverwood Community Centre Inc</b> Riverwood Children's Centre	145,871
<b>Picton Pre-School Kindergarten Ltd</b> Picton Pre-School	109,474	<b>Robertson Pre-School Kindergarten Inc</b> Robertson Pre-School Kindergarten	88,122
<b>Pied Piper Pre-School Association – Wallerawang Inc</b> Pied Piper Pre-School	99,803	<b>Rocky Hall Pre-School Association</b> Rocky Hall Pre-School	47,914
<b>Pippies Early Childhood Centre Inc</b> Pippies Multi Purpose Centre – Pre-School	85,072	<b>Rosebank Community Pre-School Inc</b> Rosebank Community Pre-School	68,574
<b>Pius X Aboriginal Corporation</b> Kiah Pre-School	194,764	<b>Rosellas Community Pre-school Inc</b> Rosellas Community Pre-School	132,508
<b>Playtime Pre-School Centre Inc</b> Playtime Pre-School Centre	67,745	<b>Ross Circuit Pre-School Centre Inc</b> Ross Circuit Pre-School Centre	202,953
<b>Pleasant Hills Pre-School Kindergarten Inc</b> Pleasant Hills Pre-School Kindergarten	20,267	<b>Rowena Pre-School Inc</b> Rowena Pre-School	25,103
		<b>Royal Institute for Deaf &amp; Blind Children (Hunter/Central Coast)</b> RIDBC Hunter Preschool	48,349
		<b>Royal Institute for Deaf &amp; Blind Children (Metro West)</b> RIDBC Nepean Preschool	47,871

## Children's Services Program (cont)

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RIDBC Roberta Reid Preschool	17,431	<b>St Stephen's Belrose Kindergarten Inc</b> St Stephen's Belrose Kindergarten	149,639
RIDBC Rockie Woofit Preschool	62,930	<b>St Stephen's Pre-School Kindergarten Inc</b> St Stephens Pre-School Kindergarten	97,990
RIDBC VisionEd Preschool	23,326	<b>St Therese Community Pre-School Inc</b> St Therese Community Pre-School	54,655
<b>Rylstone Kandos Pre-School Inc</b> Rylstone Kandos Pre-School	93,882	<b>Strathfield &amp; District Hebrew Congregation</b> <b>Yolanda Kramer Kindergarten</b> Yolanda Kramer Kindergarten	101,129
<b>Samaritans Foundation (Hunter/Central Coast)</b> Samaritans Early Learning Centre – Woodberry	139,817	<b>Stroud Neighbourhood Children's Co-operative</b> Stroud Neighbourhood Children's Co-operative Limited	63,643
<b>Sans Souci Community Pre-School Association Inc</b> Sans Souci Pre-School	164,671	<b>Stuarts Point Pre-School Association Inc</b> Stuarts Point Pre-School	100,678
<b>Scone &amp; District Pre-School Inc</b> Scone & District Pre-School	159,053	<b>Sugartown's Community Pre-School Inc</b> Sugartowns Community Pre-School	57,374
<b>SDN Children's Services (Southern)</b> Batemans Bay Pre-School Crookwell Pre-School	113,220 120,352	<b>Sun Valley Pre-School Kindergarten</b> Sun Valley Pre-School Kindergarten	52,966
<b>Shared Vision Aboriginal Corporation</b> Jarjum Pre-School – del	66,703	<b>Sutherland Shire Montessori Society</b> Sutherland Shire Montessori School	70,956
<b>Shoalhaven Community Pre-School Inc</b> Shoalhaven Community Pre-School	149,736	<b>Tabulam &amp; District Community Pre-School Inc</b> Tabulam & District Pre-School	88,818
<b>Singleton Council</b> Singleton Mobile Pre-School	84,088	<b>Tamworth Montessori Association Inc</b> Tamworth Montessori Pre-School	60,817
<b>Singleton Heights Pre-School Inc</b> Singleton Heights Pre-School	110,975	<b>Tarago Pre-School Association Inc</b> Tarago Pre-School	79,357
<b>Singleton Pre-School Inc</b> Singleton Pre-School	168,903	<b>Taree &amp; District Pre-School Ltd</b> Taree & District Pre-School	188,945
<b>SOS Pre-School Ltd</b> SOS Pre-School	90,262	<b>Tathra Children's Services Association Inc</b> Tathra Children's Services	109,460
<b>South West Rocks Pre-School Inc</b> South West Rocks Pre-School	174,400	<b>Tea Gardens/Hawks Nest Pre-School</b> <b>Kindergarten Inc</b> Tea Gardens/Hawks Nest Pre-School Kindergarten	71,907
<b>Southside Montessori Pre-School</b> Southside Montessori Pre-School	61,937	<b>Temora Pre-School Kindergarten Inc</b> Temora Pre-School Kindergarten	131,310
<b>Springdale Heights Pre-School Inc</b> Springdale Heights Pre-School	67,857	<b>Tenterfield Pre-School Kindergarten Inc</b> Tenterfield Pre-School	145,923
<b>Springwood &amp; District Pre-School Kindergarten</b> Springwood & District Pre-School Kindergarten	109,428	<b>Terrey Hills Community Kindergarten</b> Terrey Hills Community Kindergarten	67,762
<b>St Andrew's Kindergarten Abbotsford Inc</b> St Andrew's Kindergarten – Abbotsford	74,967	<b>The Armidale Church of Christ Adventureland</b> <b>Pre-School Inc</b> Adventureland Pre-School	81,291
<b>St Dunstons Pre-School Kindergarten Inc</b> St Dunstons Pre-School Kindergarten	98,452	<b>The Armidale Waldorf School Ltd</b> Boongaia Pre-School	47,034
<b>St George Pre-School (Marsfield) Inc</b> St George Pre-School – Marsfield	92,196	<b>The Basin Pre-School</b> The Basin Pre-School	47,012
<b>St Ives Pre-School</b> St Ives Pre-School Kindergarten	95,370	<b>The Channon Children's Centre Inc</b> The Channon Pre-School	55,564
<b>St John's North Ryde Pre-School Association Inc</b> St John's Pre-School – North Ryde	98,038	<b>The Cubbyhouse Pre-School &amp; Occasional</b> <b>Care Centre Inc</b> The Cubby House Pre-School	38,672
<b>St John's Pre-School Ashfield Inc</b> St John's Pre-School – Ashfield	118,377	<b>The Entrance Pre-School Kindergarten</b> <b>Association Inc</b> The Entrance Pre-School Kindergarten	167,124
<b>St Luke's Pre-School Dapto Inc</b> St Luke's Pre-School – Dapto	130,992	<b>The Factory Community Centre Inc</b> Poet's Corner Kindergarten	76,348
<b>St Luke's Pre-School Northmead Inc</b> St Lukes Pre-School – Northmead	75,445	<b>The Guardian Angel Pre-School Kindergarten Inc</b> The Guardian Angel Pre-School	19,420
<b>St Mark's Brighton-le-Sands Pre-School</b> <b>Kindergarten Inc</b> St Mark's Pre-School – Brighton-le-Sands	70,284	<b>The GyMEA Nursery School &amp; Kindergarten</b> <b>Co-operative Society Ltd</b> GyMEA Community Pre-School	109,492
<b>St Mark's Northbridge Kindergarten Inc</b> St Mark's Northbridge Kindergarten	115,353	<b>The Hills Community Kindergarten Inc</b> The Hills Community Kindergarten	98,013
<b>St Mark's Pre-School Avalon Inc</b> St Mark's Pre-School Avalon	69,104	<b>The Infants Home Ashfield</b> The Infants Home Learning & Development Service – Johnson House Intervention Project	69,675
<b>St Mark's Pre-School Inc – Hurstville South</b> St Mark's Pre-School – Hurstville South	57,072	<b>The Jack &amp; Jill Kindergarten – Hornsby</b> The Jack & Jill Kindergarten – Hornsby	103,221
<b>St Mary's Community Pre-School Casino Inc</b> St Mary's Community Pre-School – Casino	152,768	<b>The Junction Works Inc</b> Photocopier Replacement	3,500
<b>St Mary's Guildford Pre-School</b> St Marys Guildford Pre-School	132,167	<b>The Killarney School Ltd</b> The Killarney School	53,863
<b>St Mary's North Tamworth Pre-School Inc</b> St Mary's North Tamworth Pre-School	92,366	<b>The Little School Pre-School Inc</b> The Little School	39,164
<b>St Peters Pre-School Inc</b> St Peters Pre-School	113,125		
<b>St Peter's Pre-School Ltd</b> St Peter's Pre-School – Armidale	125,626		
<b>St Peter's Pre-School Tamworth Inc</b> St Peter's Pre-School Tamworth Inc	149,124		



## Children's Services Program (cont)

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<b>The Northern Nursery School Ltd</b> The Northern Nursery School	138,882	<b>UnitingCare Burnside (Metro South West)</b> Children With Challenging Behaviours	4,426
<b>The Oaks Pre-School Kindergarten Co-operative Ltd</b> The Oaks Pre-School	98,918	<b>Thredbo Early Childhood Centre Inc</b> Thredbo Pre-School	36,827
<b>The Point Pre-School Inc</b> The Point Pre-School	53,602	<b>Thurgoona Pre-School Inc</b> Thurgoona Pre-School	99,253
<b>The Presbyterian Church (New South Wales) Property Trust (Central West)</b> Elizabeth Chifley Memorial Pre-School	120,542	<b>Tibooburra Multi Purpose Centre Inc</b> Tibooburra Multi Purpose Centre – Pre-School	34,284
<b>The Presbyterian Church (New South Wales) Property Trust (Metro West)</b> Tregear Presbyterian Kindergarten Windsor Presbyterian Pre-School Kindergarten	182,589 93,705	<b>Tocumwal Pre-School Kindergarten Inc</b> Tocumwal Pre-School	54,828
<b>The Presbyterian Church of Australia Property Trust Social Services (Metro Central)</b> Sutherland Presbyterian Church Pre-School	43,156	<b>Tooleybuc Pre-School Association Inc</b> Tooleybuc Pre-School	68,085
<b>The Rock Pre-School Inc</b> The Rock Pre-School	36,003	<b>Tooraweenah Pre-School Association Inc</b> Tooraweenah Pre-School	79,521
<b>The Scots School – Albury</b> Scots Pre-School Centre	76,068	<b>Toormina Community Pre-School Incorporated</b> Toormina Community Pre-School	142,170
<b>The Shepherd Centre (Metro South West)</b> The Annette Shepherd Centre Pre-School – Casula	28,954	<b>Tottenham Pre-School Kindergarten Assoc Inc</b> Tottenham Pre-School	59,344
<b>The Shepherd Centre (Southern)</b> Wollongong Shepherd Pre-School	28,932	<b>Toukley Pre-School Kindergarten Inc</b> Toukley Pre-School Kindergarten	147,115
<b>The Sydney Montessori Society</b> The Children's House Montessori Pre-School – North Ryde	59,184	<b>Trangie Pre-School Kindergarten Association Inc</b> Tots on Temoin	112,367
<b>The Tower Pre-School – Jiggi</b> The Tower Pre-School – Jiggi	43,188	<b>Trinity Pre-School Kindergarten Ltd</b> Trinity Pre-School Kindergarten	236,630
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Hunter/CC)</b> Adamstown Heights Pre-School Caves Beach Uniting Pre-School St Lukes Pre-School – Belmont North	98,375 119,085 149,197	<b>Trundle Children's Centre Inc</b> Trundle Pre-School Kindergarten	57,195
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro Central)</b> Burwood Uniting Church Kindergarten Caringbah Uniting Church Pre-School Earlwood Uniting Church Pre-School Forestville Pre-School Kindergarten Mayflower Pre-School Kindergarten Shirley Road Pre-School The Forest Pre-School Kindergarten Treetops Pre-School Uniting Care West Bexley Pre-School	128,179 51,993 150,267 201,581 73,065 59,660 138,989 122,865 108,020	<b>Trustees of the Christian Brothers (Metro South East)</b> Waterford Pre-School	47,942
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro South West)</b> The Cottage Family Care Centre – Pre-School	340,898	<b>Trustees Roman Catholic Church Diocese of Lismore</b> St Joseph's Pre-School – Laurieton St Joseph's Pre-School – Port Macquarie	163,794 253,467
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro West)</b> Ermington Uniting Church Pre-School Harold Wheen Pre-School North Rocks Uniting Church Pre-School Kindergarten St Matthews Pre-School Kindergarten – Baulkham Hills Susanna Children's Centre Pre-School Wesley Pre-School Kindergarten	77,117 129,093 56,479 141,056 1,576 93,965	<b>Tullamore Pre-School &amp; Child Care Centre Inc</b> Tullamore Pre-School	75,192
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Northern)</b> Jack & Jill Preschool Uniting Church Grafton Murwillumbah Unitingcare Pre-School	75,285 68,103	<b>Tumut Pre-School Co-operative Society Ltd</b> Tumut Pre-School	133,478
<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Southern)</b> St Columba Uniting Church Pre-School	74,056	<b>Tuntabla Falls Early Childhood Centre Inc</b> Tuntabla Falls Early Childhood Centre	63,236
		<b>Tweed Heads Community Pre-School Inc</b> Tweed Heads Community Pre-School	65,848
		<b>Upper Macleay Pre-School Inc</b> Upper Macleay Pre-School	114,546
		<b>Uralla Pre-School Kindergarten Inc</b> Uralla Pre-School	109,985
		<b>Urana Shire Council</b> Urana Shire Mobile Pre-School	69,031
		<b>Uranquinty Pre-School Association Inc</b> Uranquinty Pre-School	26,751
		<b>Urunga Community Pre-School Inc</b> Urunga Pre-School	96,556
		<b>Valla Community Pre-School Inc</b> Valla Community Pre-School	136,221
		<b>Valley Pre-School Inc</b> Valley Pre-School	38,718
		<b>Wakool Pre-School Inc</b> Wakool Pre-School	44,676
		<b>Walcha Council</b> Walcha Pre-School	124,439
		<b>Walgett Pre-School and Long Day Care Centre Inc</b> Coolibah Kids	37,312
		<b>Wallsend Community Pre-School</b> Wallsend Community Pre-School	140,852

## Children's Services Program (cont)

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<b>Wallum Community Preschool and Family Centre Inc</b> Wallum Community Preschool & Family Centre	159,361	<b>Woy Woy Peninsula Child Care Centre Co-operative</b> Woy Woy Peninsula Pre-School	50,770
<b>Walsingham Community Pre-School Inc</b> Walsingham Community Pre-School	86,962	<b>Wunanbiri Pre-School Inc</b> Wunanbiri Pre-School	133,469
<b>Wangi Peter Pan Kindergarten Inc</b> Wangi Peter Pan Kindergarten	91,360	<b>Wyong Pre-School Kindergarten Association Inc</b> Wyong Pre-School	184,011
<b>Warialda Pre-School Inc</b> Warialda Pre-School	58,217	<b>Yamba Community Pre-School Inc</b> Yamba Pre-School	100,031
<b>Warilla Baptist Pre-School</b> Warilla Baptist Pre-School	64,455	<b>Yarrabin Outreach Inc</b> Nyngan Pre-School	101,910
<b>Warragamba Pre-School Inc</b> Warragamba Pre-School	123,541	<b>Yass Early Childhood Centre Association</b> Yass Early Childhood Centre	107,655
<b>Warren Pre-School Kindergarten</b> Warren Pre-School Kindergarten	135,298	<b>Yass Montessori Pre-School Inc</b> Yass Montessori Pre-School	37,664
<b>Warrumbungle Shire Council</b> Connect Five Children's Services	176,488	<b>Yenda Pre-School Kindergarten Inc</b> Yenda Pre-School Kindergarten	75,510
<b>Wauchope Pre-School Kindergarten Inc</b> Wauchope Pre-School	147,527	<b>Yeoval Pre-School Inc</b> Yeoval Pre-School	71,055
<b>Wee Waa &amp; District Pre-School Association Inc</b> Wee Waa & District Pre-School	102,234	<b>YMCA of Sydney (Metro South West)</b> Bankstown City YMCA Pre-School Kindergarten	79,198
<b>Wellington Community Children's Centre Inc</b> Wellington Community Children's Centre	199,247	<b>Young Pre-School Kindergarten Inc</b> Young Pre-School Kindergarten	160,276
<b>Wentworth District Pre-School Play Centre Inc</b> Wentworth District Pre-School Play Centre	80,623	<b>Vacation Care</b>	
<b>Wentworth Falls Pre-School Kindergarten</b> Wentworth Falls Pre-School Kindergarten	87,103	<b>Abbotsford Community Centre Inc</b> Abbotsford Vacation Care	6,581
<b>Werris Creek &amp; District Pre-School Association Inc</b> Werris Creek & District Pre-School	130,088	<b>Andalini Services Inc</b> Andalini Special School Vacation Care Project	5,661
<b>West Albury Pre-School Centre Inc</b> West Albury Pre-School Centre	160,831	<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b> St Saviour's Neighbourhood Centre Vacation Care	4,249
<b>West Bathurst Pre-School Inc</b> West Bathurst Pre-School	138,770	<b>Annandale North Out of School Hours Care Assoc</b> Annandale North Out of School Hours Care	8,321
<b>West Epping Pre-School Association Inc</b> West Epping Pre-School Kindergarten	99,634	<b>Armidale and Region Aboriginal Cultural Centre and Keeping Place</b> Holiday Cultural Activities Program	8,954
<b>Westlawn Pre-School Inc</b> Westlawn Pre-School	75,096	<b>Australian Turkish &amp; Kurdish Community Services Co-operative Ltd</b> Auburn Vacation Care	10,808
<b>Weston Community Pre-School Inc</b> Weston Community Pre-School	123,341	<b>Avalon School Parents &amp; Citizens Association Inc</b> Avalon School Out of School Hours Care	10,743
<b>Wilberforce Pre-School Kindergarten Inc</b> Wilberforce Pre-School Kindergarten	73,709	<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b> Aboriginal Cultural Camps	9,119
<b>Williams River Community Pre-School Assoc Inc</b> Clarence Town Pre-School Seaham Pre-School Wallalong Pre-School	73,423 71,162 50,482	<b>Ballina &amp; District Community Services Assoc Inc</b> Lennox Head & Wardell Vacation Care	7,913
<b>Williamtown Pre-School Inc</b> Williamtown Pre-School	88,137	<b>Barnardos Australia – Penrith Children's Family Centre</b> Barnardos Penrith Vacation Care	17,751
<b>Willoughby Community Pre-School Inc</b> Willoughby Community Pre-School	110,990	<b>Barnardos Australia – South Coast</b> Warrawong Vacation Care	18,657
<b>Willow Tree Pre-School Inc</b> Willow Tree Pre-School	46,857	<b>Bathurst Regional Council</b> Bathurst Vacation Care Centre DIAS Vacation Care Project 1 DIAS Vacation Care Project 2	11,447 603 1,621
<b>Wilsons Creek Community Pre-School Inc</b> Wilsons Creek Community Pre-School	60,077	<b>Baulkham Hills Before &amp; After and Vacation Care</b> Baulkham Hills Before & After School Care	14,748
<b>Windsor Pre-School Association Inc</b> Windsor Pre-School	136,823	<b>Bellingen Shire Family &amp; Children's Services Inc</b> Bellingen Vacation Care Coffs Harbour Vacation Care Woolgoolga Vacation Care	4,159 11,206 6,660
<b>Wingham &amp; District Pre-School Kindergarten Ltd</b> Wingham & District Mobile Pre-School Unit Wingham & District Pre-School	122,390 138,406	<b>Berkeley Vale Neighbourhood Centre</b> Berkeley Vale Vacation Care	10,775
<b>Winmalee District Pre-School Kindergarten</b> Winmalee District Pre-School Kindergarten	100,471	<b>Blacktown South Children's Activities Centre Inc</b> Blacktown South Children's Activities Centre Vacation Care	11,047
<b>Wirraway Pre-School</b> Wirraway Pre-School	140,102	<b>Bland Shire Council</b> Bland Shire Children's Services Vacation Care Program	9,215
<b>Wollondilly Mobile Pre-School Association Inc</b> Wollondilly Mobile Preschool	107,694	<b>Bligh Park Community Services Inc</b> Bligh Park Vacation Care	13,366
<b>Wollongbar Community Pre-School</b> Wollongbar Community Pre-School	69,227	<b>Blue Mountains City Council</b> Blackheath Vacation Care	4,935
<b>Woodenbong Pre-School Kindergarten Inc</b> Woodenbong Pre-School	58,893	<b>Brewarrina Shire Council</b> Brewarrina Shire Vacation Care	5,919
<b>Woollahra Municipal Council</b> Woollahra Municipal Preschool	140,693	<b>Bronte After Care Committee Inc</b> Bronte Vacation Care Centre	8,108
<b>Woomera Aboriginal Corporation Albury</b> Koori Kindermanna Pre-School	97,445	<b>Byron Shire Council</b> Brunswick Heads Vacation Care Byron Bay Vacation Care	9,196 5,427

## Children's Services Program (cont)

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<b>Campbelltown City Council</b>			<b>Dandaloo Gayngil Aboriginal Corporation Inc</b>	
Namut Vacation Care	3,719		Dandaloo Gayngil Vacation Care – Toomelah	14,411
Raby Outside School Hours Care	4,491		<b>Darlington Aftercare Association Inc</b>	
<b>Carlingford West OOSH Centre Inc</b>			Darlington Vacation Care	8,096
Carlingford West Vacation Centre	14,748		<b>Dubbo Neighbourhood Centre Incorporated</b>	
<b>Casino Neighbourhood Centre Inc</b>			East Vacation Care Centre	5,727
Casino Vacation Care	14,027		South Vacation Care Centre	5,731
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>			<b>Dungog Information &amp; Neighbourhood Service</b>	
Centacare Vacation Care	9,834		Clarence Town Vacation Care	1,733
<b>Central West Family Support Group Inc</b>			<b>Eastern Respite &amp; Recreation</b>	
Murrin Bridge Vacation Care	4,347		Holiday Program	14,827
<b>Cessnock Multi Purpose Children's Centre Ltd</b>			<b>Ermington West OOSH Care Inc</b>	
Cessnock Vacation Care Centre No 1	16,590		Ermington West OOSH Care	8,994
Cessnock Vacation Care Centre No 2	16,590		<b>Ethnic Child Care Family &amp; Community Services Co-operative</b>	
<b>Chester Hill Neighbourhood Centre Inc</b>			Multicultural Respite Service Mobile Vacation Care	40,468
Chester Hill Neighbourhood Centre Vacation Care	15,527		<b>Eurobodalla Shire Council</b>	
<b>Chinese Australian Services Society Co-op Ltd (CASS)</b>			Narooma Vacation Care	4,935
Campsie Vacation Care	6,732		<b>Fairfield City Council</b>	
<b>Church of England Children's Homes</b>			Vacation Care Best Practice Service Model Project	60,000
Innovative Out of School Hours – Cool Care	9,716		<b>Forest Hill Outside School Hours Care Inc</b>	
The Burwood Vacation Care Service	11,811		Forest Hill OSHC – Vacation Care	10,016
Weldon Centre Vacation Care	14,741		<b>Forest Lodge After School Care Association Inc</b>	
<b>City of Albury Council</b>			Forest Lodge Vacation Care	9,890
Albury Vacation Care	20,064		<b>Georges River Community Service Inc</b>	
Glenroy North Albury Out of School Hours Program	20,020		Georges River Community Service Vacation Care Centre	4,369
St Patrick's School Vacation Care Program	10,099		<b>Glebe School Childcare Centre Inc</b>	
<b>City of Ryde Council</b>			Glebe Vacation Care	21,596
Gladesville Vacation Care	16,308		<b>Gosford City Council</b>	
Truscott Street Vacation Care Program	16,308		Gosford City Council Disability Access Vacation Care	5,043
West Ryde Vacation Care Program	16,308		Gosford Vacation Centre	6,281
<b>Clarence Valley Council</b>			Kincumber Vacation Care	2,680
Maclean Vacation Care	7,148		Niagara Park Vacation Program	7,160
Yamba Vacation Care	15,791		<b>Granville Multicultural Community Centre Inc</b>	
<b>Claymore Neighbourhood &amp; Youth Centres Inc</b>			Granville Multicultural Centre Vacation Care	9,868
Claymore 9-12 Youth Enhancement Program	30,000		<b>Great Lakes Council</b>	
<b>Clovelly Out of School Care</b>			Great Lakes Vacation Care	7,459
Clovelly Out of School Care	7,365		<b>Greek Orthodox Archdiocese – Greek Welfare Centre NSW (MC)</b>	
<b>Community Activities Lake Macquarie Inc</b>			Kogarah Vacation Care Centre	7,383
Bolton Point Vacation Care	6,164		Undercliffe Vacation Care Centre	8,368
Boolaroo Vacation Care	6,905		<b>Greek Orthodox Archdiocese – Greek Welfare Centre NSW (MW)</b>	
Cardiff Vacation Care	7,392		Parramatta Vacation Care	12,238
<b>Community First Step</b>			<b>Griffith Youth Support Services Inc</b>	
Allambie Road Vacation Care	14,141		Griffith Youth Support Vacation Care	7,735
St John's Park Vacation Care	8,702		<b>Gundagai Neighbourhood Centre Inc</b>	
<b>Coogee Care Centre</b>			Gundagai Vacation Care	6,768
Coogee Vacation Care	3,796		<b>Gwydir Shire Council</b>	
<b>Coonamble Shire Council</b>			Bingara Vacation Care	8,376
Coonamble Vacation Care Centre	5,915		<b>Hawkesbury City Council</b>	
<b>Coowarra Cottage</b>			Forgotten Valley Vacation Care	3,162
Coowarra Out of School Hours Care Service	7,771		<b>Hawkesbury Community Outreach Services Inc</b>	
<b>Coptic Orthodox Church – Bexley</b>			Kurrajong Vacation Care	6,695
St Mary & St Mina's Vacation Care	5,346		<b>Holroyd City Council</b>	
<b>Creating Links Co-operative Ltd</b>			Guildford West Integrated Vacation Care	19,280
Bankstown Vacation Care	9,788		Ringrose Avenue Vacation Care Centre	7,369
<b>Cringila Community Co-operative</b>			Senior Vacation Care Centre – Guildford West	7,438
Cringila Vacation Care Project	7,867		Sherwood Grange Integrated Vacation Care Centre	19,242
<b>Crookwell Neighbourhood Centre Inc</b>			<b>Holy Family Services</b>	
Crookwell Vacation Care	6,509		Holy Family Children's Centre	7,677
			<b>Hunter New England Area Health Service</b>	
			Gloucester Vacation Activities Centre	2,424



## Children's Services Program (cont)

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<b>Illawarra Children's Services Ltd (Southern)</b>			<b>Maroubra Junction Before &amp; After School Care</b>	
Illawarra Vacation Care for Children with Special Needs	65,435		Maroubra Junction Vacation Care	7,159
<b>Imlay Special Needs Group Inc</b>			<b>Marrickville Council</b>	
Eden Vacation Care Centre	9,697		Camdenville Vacation Care	8,741
<b>INTEREACH NSW Inc</b>			Ferncourt Vacation Care	10,470
Deniliquin Vacation Care Program	14,726		Stanmore Vacation Care	17,277
<b>Inverell District Family Services Inc</b>			<b>Maryland OOSH Inc</b>	
Inverell Vacation Care	16,212		Maryland Vacation Care Centre	15,221
<b>Kanga's House Child Care Centre Inc</b>			<b>Mid Mountains Out of School Hours Service Inc</b>	
Kanga's House Vacation Care	4,917		Mid Mountains Out of School Hours Service	4,938
<b>KARI Aboriginal Resources Inc</b>			<b>Mission Australia – Wagga Wagga</b>	
Enrichment Program (VAC)	10,768		Cootamundra Vacation Care	7,736
<b>Katoomba Neighbourhood Centre Inc</b>			<b>Moombahlene Local Aboriginal Land Council</b>	
Katoomba Neighbourhood Centre Vacation Care	7,544		Moombahlene Aboriginal Vacation Care	6,770
<b>Kellyville After School Care Incorporated</b>			<b>Mosman Municipal Council</b>	
Kellyville Vacation Care	14,748		Mosman Vacation Care	9,801
<b>Kempsey Children's Services Co-operative Ltd</b>			<b>Mount Riverview Noiseworks Inc</b>	
"School's Out" Kempsey Vacation Care	3,575		Mount Riverview OOSH Vacation Care	10,548
<b>Kempsey Respite Services Inc</b>			<b>Murdi Paaki Regional Enterprise Corp Ltd</b>	
Kempsey Vacation Care – Respite Care	20,047		Gulgargambone Vacation Care Service	5,674
<b>Kenthurst Before &amp; After School Care Inc</b>			<b>New School of Arts Neighbourhood House Inc</b>	
Kenthurst Vacation Care	14,654		South Grafton Vacation Care	19,398
<b>Keymer Child Care Centre Inc</b>			<b>Newcastle Police &amp; Community Youth Club (PCYC)</b>	
Keymer OSHC Cottage	11,466		Newcastle PCYC "KIDS CLUB" Vacation Care	9,493
<b>Kids Korner Combined Occasional Care Centre Inc</b>			<b>Newcastle Temporary Care Ltd</b>	
Kid's Korner Vacation Care	29,920		KIDZLINK Vacation Care Project	6,291
<b>Kogarah Community Services Inc</b>			<b>Nimbin Neighbourhood &amp; Information Centre Inc</b>	
Carlton South Vacation Care	4,938		Nimbin Vacation Care Service	10,009
<b>Koonawarra Area Residents Association Inc</b>			<b>North Richmond Community Centre Inc</b>	
Krafty Kids Vacation Care	6,002		North Richmond OOSH Fun Factory	4,937
<b>Ku-ring-gai Council</b>			<b>North Sydney Council</b>	
Kids Getaway Holiday Activity Centre	4,950		Forsyth Park Community Centre Vacation Care	7,221
St Ives Holiday Activity Centre	12,718		Grandstand Kindergarten Vacation Care	7,371
West Pymble Holiday Activity Centre	9,936		North Sydney Community Centre	9,808
<b>Kurri Kurri Community Centre Inc</b>			<b>Ooranga Family Mobile Resource Unit Assoc Inc</b>	
Kurri Kurri Vacation Care	6,905		Ooranga Mobile Vacation Care	3,042
<b>Kyogle Pre-School &amp; Outside School Hours Care Association Inc</b>			<b>Orange City Council</b>	
Kyogle Vacation Care	3,162		Glenroi Community Centre Vacation Care	8,737
<b>Lady Gowrie Child Centre (Metro Central)</b>			Kenna Hall Vacation Care	5,313
Gowrie Vacation Care	4,939		Spring Street – Carriage Cottage Vacation Care	3,667
<b>Lane Cove Out of School Inc</b>			<b>Orange Community Resource Organisation Inc</b>	
Lane Cove Out of School Vacation Care	10,796		Outside School Hours Care Program	1,572
<b>Lapstone Out of School Hours Inc</b>			<b>Peninsula Community Centre Inc</b>	
Lapstone OOSH	11,925		Peninsula Community Centre Vacation Care	12,244
<b>Leeton Shire Council</b>			<b>Penrith City Council</b>	
Leeton Shire Council Vacation Care	15,005		Emu Village Vacation Care	11,192
<b>Leichhardt Out Of School Hours Care Inc</b>			Glenmore Park Vacation Care	4,990
Leichhardt Vacation Care	9,579		Grays Lane Vacation Care	7,388
<b>Lismore Neighbourhood Centre Inc</b>			OOSH Recreation VC 13-18	3,144
Lismore Vacation Care	15,882		St Clair Vacation Care	9,834
<b>Liverpool Districts Neighbourhood Centres Assoc</b>			Yoorami Cottage Vacation Care	9,824
Warwick Farm Vacation Care	9,057		<b>Petersham Activities Centre for Children Inc</b>	
<b>Lower Hunter Temporary Care Inc</b>			Petersham Activities Centre for Children	9,412
Lower Hunter Temporary Care – Vacation Care	39,314		<b>Pinnaroo OOSH Inc</b>	
<b>Macarthur District Temporary Family Care Inc</b>			Pinnaroo Vacation Care	8,095
Vacation Plus – Campbelltown	9,978		<b>Pittwater Council</b>	
Vacation Plus – Wollondilly	7,275		Narrabeen Vacation Care	14,757
<b>Maitland Baptist Church Child Care Inc</b>			<b>Pole Depot Community Centre Inc</b>	
Ashtonfield Vacation Care	5,716		Pole Depot Vacation Care	13,467
Maitland Baptist Vacation Care	10,532		<b>Police &amp; Community Youth Clubs NSW Ltd</b>	
Metford Vacation Care	2,359		Bourke Vacation Care	5,885
Thornton Vacation Care	7,696		Lithgow Vacation Care Centre	5,918
<b>Manly Council</b>			Wagga Wagga Police & Community Youth Club Vacation Care	18,084
Vacation Care – Manly Group 1	10,796		Wallerawang Vacation Care	4,464
Vacation Care – Manly Group 2	10,789		<b>Port Macquarie Neighbourhood Centre Inc</b>	
Vacation Care – Manly Group 3	24,235		Port Macquarie Vacation Care	12,252
Vacation Care – Manly Group 4	10,788		<b>Port Stephens Council</b>	
Vacation Care – Manly Group 5	8,126		Medowie Vacation Care	7,191
Vacation Care – Manly Group 6	5,717		Nelson Bay Vacation Care	13,993
<b>Marayong House Neighbourhood Centre Inc</b>			Raymond Terrace Vacation Care	4,841
Doonside Vacation Care	5,332		<b>Queanbeyan Children's Special Needs Group Inc</b>	
			Queanbeyan Children's Special Needs Group – Holiday Program	2,353
			<b>Randwick Out of School Hours Care Centre</b>	
			Randwick Out of School Vacation Care	8,115

## Children's Services Program (cont)

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<b>Richmond Before &amp; After Care Association Inc</b>		<b>The Junction Works Inc</b>	
Richmond Vacation Care Centre	10,052	Community Out of School Activity & Vacation Care Program	9,833
<b>Riverwood Community Centre Inc</b>		Holsworthy Vacation Care	3,812
Riverwood Vacation Care	13,613	Macquarie Fields Holiday Activity Program	10,188
<b>Rooty Hill Outside of School Hours Care Centre Inc</b>		<b>The Toy Box Centre Inc</b>	
Rooty Hill Vacation Care	5,927	Toybox Holiday Programs	8,295
<b>Rose Bay Out of School Care Centre Inc</b>		<b>Wesley Mission Health Counselling &amp; Accom</b>	
Rose Bay Vacation Care	4,937	Quakers Hill Family Centre OSHC Services	11,811
<b>Rozelle Vacation Care Inc</b>		<b>The Uniting Church in Australia Property Trust (NSW) – Children's Services (Metro Central)</b>	
Rozelle Vacation Care	8,101	The Ella Community Centre Vacation Care	13,621
<b>Samaritans Foundation (Hunter/Central Coast)</b>		<b>Tibooburra Multi Purpose Centre Inc</b>	
Southlakes Vacation Care	1,648	Tibooburra Multi-Purpose Centre – Vacation Care	4,745
Windale Vacation Care	5,136	<b>Toongabbie Before &amp; After School Care &amp; Vacation Care Inc</b>	
<b>Sapphire Community Centre Inc</b>		Toongabbie Vacation Care	8,119
Merimbula/Pambula Activity Centre	4,938	<b>Toongabbie Christian School</b>	
<b>Seven Hills North P &amp; C Association SHNOOSH Care</b>		Toongabbie Christian School Vacation Care	11,088
SHNOOSH Care	10,287	<b>Trustees Roman Catholic Church Diocese of Lismore</b>	
<b>SHARE Co-operative Society Ltd</b>		Laurieton Vacation Care	5,378
Share Holiday Centre 1	10,430	<b>Tweed Shire Vacation Care Association</b>	
<b>Snugglepot Day Care Centre Inc</b>		Murwillumbah Vacation Care	4,261
Snugglepot Cool Kidz Care	5,659	Tweed Heads Vacation Care	7,384
<b>South West Child Adolescent &amp; Family Services Association Inc</b>		Tweed Heads Vacation Care – 1999/2000	7,148
Heckenberg Vacation Care	8,045	<b>University of New England</b>	
<b>Southern Sydney Therapy Centre</b>		Yarm Gwanga Vacation Care	12,205
Innovative Out of School Hours – Miranda	9,435	<b>Wagga Wagga East Before &amp; After School Care Centre Inc</b>	
<b>Southlake Community Services Inc</b>		Wagga Wagga East Vacation Care	5,417
Southlakes Vacation Care	5,440	<b>Walgett Aboriginal Medical Service Co-op Ltd</b>	
<b>Springwood Neighbourhood Centre Co-operative Ltd</b>		Walgett Vacation Care	8,148
Tanderra Vacation Care	8,047	<b>Walgett Shire Council</b>	
<b>St Demiana &amp; St Athanasios Coptic Orthodox Church</b>		Collarenebri Vacation Care	3,349
St Demiana Vacation Care	5,127	Grawin Vacation Care	3,609
<b>St George Community Housing Co-op Ltd</b>		Lightning Ridge Vacation Care	7,878
Bonnyrigg Vacation Care Project	30,000	Walgett Vacation Care	6,112
<b>St Mark's Coptic Orthodox Church</b>		<b>Warren Shire Council</b>	
St Mark's Vacation Care Centre	9,833	Warren Youth Centre Vacation Care	3,154
<b>St Marys District Baptist Church Out Of School Hours Care St Clair</b>		<b>Warringah Council</b>	
St Marys District Baptist Church OSHC St Clair	11,719	Allambie Heights Vacation Care	8,907
<b>Surry Hills Neighbourhood Centre Inc</b>		Beacon Hill Juniors Vacation Care	9,796
Surry Hills Neighbourhood Centre Vacation Care	4,939	Beacon Hill Seniors Vacation Care	9,796
<b>Sutherland Shire Council</b>		Cromer Juniors Vacation Care	9,806
Engadine Holiday Centre	7,409	Cromer Seniors Vacation Care	9,795
Loftus Holiday Centre	4,968	Forestville Vacation Care	9,784
Lucas Heights Vacation Care	12,243	<b>WCOOSC Inc</b>	
Miranda/Caringbah Holiday Centre	14,642	Waverley Community Out of School Care	12,244
Sutherland Holiday Centre	12,225	<b>Wee Waa &amp; District H.A.C.C. Association Inc</b>	
<b>Swansea Community Cottage Inc</b>		Wee Waa (Namoi) Vacation Care	9,145
Caves Beach Vacation Care Centre	6,905	<b>Wentworth Falls After School Care Inc</b>	
Swansea Vacation Care	24,767	Wentworth Falls Vacation Care	4,476
<b>Sydney University Settlement</b>		<b>Willoughby City Council</b>	
Sydney University Settlement – Vacation Care	20,430	Artarmon Kid's Cottage Vacation Care	16,393
<b>Sydney West Area Health Service</b>		Bales Park Vacation Care	8,367
Westmead Hospital Vacation Activity Centre	10,762	Chatswood OOSH	8,367
<b>Tamworth Youth Care Inc</b>		<b>Wyoming Community Centre Inc</b>	
Coledale Vacation Care	8,741	Wyoming Community Centre Vacation Care	8,817
<b>Thankakali Aboriginal Corporation</b>		<b>Wyong Shire Council</b>	
Thankakali Holiday Program	5,927	Bateau Bay Vacation Care	4,452
<b>The Factory Community Centre Inc</b>		Gorokan Vacation Care	6,630
The Factory Vacation Care	8,450	Northlakes Vacation Care Centre	4,452
		Ourimbah Vacation Care	9,116
		Wyong Vacation Care	4,444

## Children's Services Program (cont)

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<b>YMCA – Broken Hill</b>	
Broken Hill Vacation Care Centre	7,735
<b>YMCA – Queanbeyan</b>	
Queanbeyan YMCA Vacation Care	13,460
<b>YMCA of Sydney</b>	
Blaxland YMCA Vacation Care	5,421
<b>YMCA of Sydney (Metro Central)</b>	
Arncliffe Vacation Care	13,599
<b>YMCA of Sydney (Metro South West)</b>	
Campbelltown City YMCA Vacation Care	4,824
Greenacre YMCA Vacation Care	4,935
Revesby YMCA Vacation Care	11,935
<b>YWCA Hunter Region Inc</b>	
YWCA Vacation Care Centre – Cooks Hill	12,172

## Community Services Grants Program \$

### Community Development

#### Aboriginal Services Enhancement

<b>Mindaribba Local Aboriginal Land Council</b>	
Mindaribba L A L C Project Officer	87,254

#### General

<b>Albury Wodonga Volunteer Resource Bureau Inc</b>	
Albury Wodonga Volunteer Resource Bureau	14,233
<b>Auburn Community Development Network</b>	
Auburn Community Development Service	119,101
<b>Aunties &amp; Uncles (Illawarra) Inc</b>	
Aunties & Uncles – Illawarra	37,950
<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b>	
Awabakal Project Co-ordinator	55,004
<b>Bankstown Community Resource Group Inc</b>	
Community Development Officer Project – Bankstown	90,135
<b>Blacktown City Council</b>	
Community Development Officer – Blacktown Council	40,259
<b>Bland Shire Council</b>	
Community Development Officer – Bland Council	38,283
<b>Bligh Park Community Services Inc</b>	
Community Worker – Bligh Park	72,609
<b>Brewarrina Shire Council</b>	
Youth & Community Development Officer – Brewarrina	41,375
<b>Butucarbin Aboriginal Corporation</b>	
Aboriginal Community Development/Adult Education	182,895
<b>Cabramatta Community Centre Inc</b>	
Reaching The Heights	166,677
<b>Camden Community Connections Inc</b>	
Manager, Camden Area Resource Centre	51,650
<b>Casino Neighbourhood Centre Inc</b>	
Community Development Project – Casino	42,187
<b>Cassia Community Centre/Holroyd Community Development Assoc Inc</b>	
Cassia Community Services	169,840
<b>Central Coast Multicultural Children's Resource Centre Inc</b>	
Multicultural Resource Centre	51,650
<b>Central Coast Voluntary Treasurers Support Service Inc</b>	
Central Coast Voluntary Treasurers Support Service	64,446
<b>Cessnock City Council</b>	
Cessnock Community Worker Project	32,139
<b>Community Activities Lake Macquarie Inc</b>	
Community Development Options	223,233
<b>Community First Step</b>	
Community Development Project – Fairfield	102,440
Community Services	375,101
<b>Community Links Wollondilly Inc</b>	
Community Links Outreach Resource	155,666
<b>Community Management Advisory Project Inc.</b>	
Lake Macquarie Community Management & Advisory Project	89,832

<b>Community Programs Inc</b>	
Core Administration – Grafton	21,192
<b>Cynthia Street Neighbourhood Centre Inc</b>	
Cynthia Street Neighbourhood Centre	57,119
<b>Dean Park Community Development Committee Inc</b>	
Dean Park Community Development Worker	77,825
<b>Great Lakes Council</b>	
Great Lakes Community Development Officer	32,139
<b>Greater Taree City Council</b>	
Taree Council Aboriginal Community Worker	24,647
<b>Greenacre Area Neighbourhood Centre</b>	
Greenacre Area Community Services Project	96,029
<b>Harris Park Community Centre Inc</b>	
Harris Park Community Centre	75,803
<b>Hawkesbury Area Women &amp; Kids Services Collective Inc</b>	
Hawkesbury Domestic Violence Project	71,461
<b>Hawkesbury City Council</b>	
Forgotten Valley Community Development & Youth Project	71,581
<b>Hillsong Youth Services Inc</b>	
Migrant Youth Access Worker	66,594
<b>Holy Family Parish – Mount Druitt</b>	
Mount Druitt Family Holiday Program	15,476
<b>Illawarra Forum Inc</b>	
Community Services Co-ordination Project	44,420
Resource Worker Project	75,815
<b>Information and Cultural Exchange Inc</b>	
Community Information Technology Program	72,454
<b>Inner South West Community Development Organisation</b>	
Inner South West Community Development	105,579
<b>International Social Service (Aust) NSW Office (FACP)</b>	
Inter Country Casework Project	79,602
<b>Karabi Community &amp; Development Services Inc</b>	
Clerical Assistant for Arthur Philip & Caroline Chisholm Wards	15,608
<b>KARI Aboriginal Resources Inc</b>	
Enrichment Program	256,384
<b>Katoomba Neighbourhood Centre Inc</b>	
Katoomba Neighbourhood Centre	173,830
<b>Kempsey Neighbourhood Centre Inc</b>	
South Kempsey Neighbourhood Improvement Program	18,271
<b>Kempsey Shire Council</b>	
Aboriginal Community Liaison Officer	44,033
<b>Kincumber &amp; District Neighbourhood Centre Inc</b>	
Kincumber Neighbourhood Centre	69,373
<b>Lake Macquarie City Council</b>	
Aboriginal Community Worker – Speers Point	30,428
<b>Link-Up (NSW) Aboriginal Corporation (Metro West)</b>	
Aboriginal Community Development Project – Link Up	59,454
<b>Liverpool Districts Neighbourhood Centres Assoc</b>	
Cecil Hills Community Centre	82,209
<b>Liverpool Women's Resource Centre Inc</b>	
Women's Community Outreach Worker	83,179
<b>Lower Mountains Neighbourhood Centre Inc</b>	
Lower Mountains Community Projects	131,599
<b>Macarthur Diversity Services Inc</b>	
South Pacific Island Community Worker – Campbelltown	51,608
<b>Maitland City Council</b>	
Maitland Community Worker Project	32,139
<b>Manning Support Services Inc</b>	
Volunteering Connections	36,543
<b>Marayong House Neighbourhood Centre Inc</b>	
Doonside Hub Project	115,919
<b>Maryland Activities Group Inc</b>	
Community Worker Outreach	68,315
<b>Mid Mountains Neighbourhood Centre Inc</b>	
Mid-Mountains Neighbourhood Centre	90,827
<b>Muswellbrook Shire Council</b>	
Muswellbrook Community Worker Project	32,139
<b>Nambucca Shire Council</b>	
Aboriginal Community Worker – Nambucca Shire Council	51,650

## Community Services Grants Program (cont)

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<b>Nicholii Cottage Neighbourhood Centre Inc</b>			<b>Volunteering Central Coast Inc</b>		
Wentworthville Community Development Worker	83,953		Volunteering Central Coast		75,697
Wentworthville Estate Young Person's Worker	64,299		Volunteering Central Coast – Fixed Term		24,366
<b>Northern Rivers Social Development Council Inc</b>			<b>Volunteering Coffs Harbour Inc</b>		
Regional Community Services Development	66,757		Volunteering Coffs Harbour		38,628
<b>Northern Settlement Services Ltd</b>			<b>Wagga Wagga Community Resource Centre Inc</b>		
Pacific Islander Welfare Project	60,466		Wagga Wagga Volunteer Centre		17,629
<b>Parks Community Network</b>			<b>Walgett Shire Council</b>		
Parks Community Network	302,989		Community Development Officer – Walgett Council		38,283
<b>Penrith City Council</b>			<b>Warrawong Residents Forum Inc</b>		
Penrith Family Resource Workers	74,838		Warrawong Community Development		70,208
<b>Port Stephens Council</b>			<b>Western Sydney Community Forum Inc</b>		
Port Stephens Community Worker Project	32,139		Learning & Development Project – Western Sydney Community Forum		106,064
<b>Quakers Hill Community Development Project</b>			<b>WESTIR Ltd</b>		
Quakers Hill Community Development Worker	77,311		Data Liberation Front		275,783
<b>Randwick City Council</b>			<b>Wollongong Women's Information Service Inc</b>		
Community Development Worker – Randwick	38,505		Women's Court Support Worker		43,304
<b>Richmond Community Services Inc</b>			<b>Women's Activities &amp; Self Help House – The WASH House</b>		
Richmond Community Project	132,596		Community Development Project (The WASH House)		17,018
<b>Riverina Medical &amp; Dental Aboriginal Corporation</b>			<b>Woodville Community Service Inc</b>		
Aboriginal Family Support – Wagga Wagga	42,310		Fairfield East Community Development Worker		77,296
<b>Scout Association of Australia NSW Branch</b>			Villawood East Community Development Worker		87,770
Isolated Country Area Development Project	29,197		<b>Woomera Aboriginal Corporation Albury</b>		
<b>Seaboard Community Neighbourhood Services Inc</b>			Community Development Project – Glenroy		45,982
Urunga Neighbourhood Centre	39,777		<b>Wyoming Community Centre Inc</b>		
<b>Singleton Council</b>			Wyoming Community Worker		64,810
Singleton Community Services Co-ordinator	47,525				
<b>South West Child Adolescent &amp; Family Services Association Inc</b>			<b>Local Government Salary Subsidies – Community</b>		
Aboriginal Program	84,756		<b>Auburn Council</b>		
<b>Southern Highlands Youth Accommodation Service SP</b>			Salary Subsidy – Auburn Community Worker		12,715
Adolescent & Family Counselling	76,323		<b>Baulkham Hills Shire Council</b>		
<b>SPYNS Inc</b>			Salary Subsidy – Baulkham Hills Community Worker		25,427
Glenmore Park Community Worker	42,287		<b>Blacktown City Council</b>		
Penrith Aboriginal & Torres Strait Islander Neighbourhood Workers	139,091		Salary Subsidy – Blacktown		25,427
South Penrith Community Project	108,660		<b>Blue Mountains City Council</b>		
<b>St Marys Area Community Development Project Inc</b>			Salary Subsidy – Blue Mountains Community Worker		12,713
St Marys Area Community Development Project	120,924		Salary Subsidy – Blue Mountains Community Worker 2		12,714
<b>Sutherland Shire Council</b>			<b>Broken Hill City Council</b>		
Community Worker – Generalist, Planning & Projects	58,961		Salary Subsidy – Broken Hill Community Worker		11,799
<b>Anglicare (Metro West)</b>			Salary Subsidy – Broken Hill Youth Worker		11,799
Fathers & Their Children	60,108		<b>Burwood Council</b>		
<b>The Family Centre Inc</b>			Salary Subsidy – Burwood Community Worker		12,715
Aboriginal Torres Strait Islander Activities & Support Officer	49,447		<b>Cabonne Shire Council</b>		
<b>The Hills Community Aid &amp; Information Service Inc</b>			Salary Subsidy – Cabonne Community Worker		11,799
The Hills Community Aid	213,827		<b>Camden Council</b>		
<b>The Junction Works Inc</b>			Salary Subsidy – Camden Community Worker		12,715
Co-ordinator – The Fields Neighbourhood Centre	76,099		<b>Campbelltown City Council</b>		
The Junction Works – CSGP – Community Youth	66,895		Community Development – Campbelltown		25,431
<b>Wesley Mission Health Counselling &amp; Accom</b>			<b>Canterbury City Council</b>		
Rouse Hill Outreach Project	89,585		Salary Subsidy – Canterbury Community Worker		12,715
<b>Ulladulla &amp; District Community Resources Centre Inc</b>			<b>City of Canada Bay Council</b>		
Domestic Violence Support Service – Ulladulla	45,161		Salary Subsidy – Drummoyne Community Worker		12,715
<b>Upper Hunter Shire Council</b>			<b>City of Ryde Council</b>		
Upper Hunter Shire Community Workers	95,812		Salary Subsidy – Ryde Community Worker		12,715
			<b>City of Sydney Council</b>		
			Salary Subsidy – Sydney Community Worker 1		12,713
			Salary Subsidy – Sydney Community Worker 2		12,714
			<b>Cobar Shire Council</b>		
			Salary Subsidy – Cobar Community Worker		11,799
			<b>Coffs Harbour City Council</b>		
			Salary Subsidy – Coffs Harbour Community Worker		12,715



## Community Services Grants Program (cont)

\$

<b>Dubbo City Council</b>			
Salary Subsidy – Dubbo Community Worker 2	11,799		
<b>Fairfield City Council</b>			
Salary Subsidy – Fairfield Community Worker	12,715		
<b>Glen Innes Severn Council</b>			
Salary Subsidy – Glenn Innes Community Worker	9,537		
<b>Gosford City Council</b>			
Salary Subsidy – Gosford Community Worker 1	12,713		
Salary Subsidy – Gosford Community Worker 2	12,714		
<b>Greater Taree City Council</b>			
Salary Subsidy – Greater Taree Community Worker	12,715		
<b>Gunnedah Shire Council</b>			
Salary Subsidy – Gunnedah Community Worker	12,715		
<b>Hawkesbury City Council</b>			
Salary Subsidy – Hawkesbury Community Worker	12,715		
<b>Holroyd City Council</b>			
Salary Subsidy – Holroyd Community Worker	12,715		
<b>Hurstville City Council</b>			
Salary Subsidy – Hurstville Community Worker	12,715		
<b>Ku-ring-gai Council</b>			
Salary Subsidy – Ku-ring-gai Community Worker	12,715		
<b>Lake Macquarie City Council</b>			
Salary Subsidy – Lake Macquarie City Community Worker	12,715		
<b>Lane Cove Council</b>			
Salary Subsidy – Lane Cove Community Worker	12,715		
<b>Leichhardt Municipal Council</b>			
Salary Subsidy – Leichhardt Community Worker 1	12,715		
Salary Subsidy – Leichhardt Community Worker 2	12,715		
<b>Lismore City Council</b>			
Salary Subsidy – Lismore Community Worker	12,715		
<b>Liverpool City Council</b>			
Salary Subsidy – Liverpool Community Worker	12,715		
<b>Manly Council</b>			
Salary Subsidy – Manly Community Worker	12,715		
<b>Marrickville Council</b>			
Salary Subsidy – Marrickville Community Worker	12,715		
<b>Moree Plains Shire Council</b>			
Salary Subsidy – Moree Plains Community Worker	12,715		
<b>Murray Shire Council</b>			
Salary Subsidy – Youth Initiatives Officer	12,165		
<b>Newcastle City Council</b>			
Salary Subsidy – Newcastle Community Worker 1	12,715		
Salary Subsidy – Newcastle Community Worker 2	12,715		
<b>North Sydney Council</b>			
Salary Subsidy – North Sydney Community Worker 1	12,713		
Salary Subsidy – North Sydney Community Worker 2	12,714		
<b>Orange City Council</b>			
Salary Subsidy – Orange Community Worker	11,799		
<b>Parramatta City Council</b>			
Salary Subsidy – Parramatta Community Worker	12,715		
<b>Penrith City Council</b>			
Salary Subsidy – Penrith Community Worker	12,715		
<b>Queanbeyan City Council</b>			
Salary Subsidy – Queanbeyan Community Worker	12,715		
<b>Randwick City Council</b>			
Salary Subsidy – Randwick Community Worker 1	12,713		
Salary Subsidy – Randwick Community Worker 2	12,714		
<b>Rockdale City Council</b>			
Salary Subsidy – Rockdale Community Worker	12,715		
<b>Shellharbour City Council</b>			
Salary Subsidy – Shellharbour Community Worker	12,715		
<b>Shoalhaven City Council</b>			
Salary Subsidy – Shoalhaven Community Worker	12,892		
<b>Sutherland Shire Council</b>			
Salary Subsidy – Sutherland Community Worker 1	12,715		
Salary Subsidy – Sutherland Community Worker 2	12,715		
<b>The Council of the City of Botany Bay</b>			
Salary Subsidy – Botany Community Worker	12,715		
<b>The Council of the Municipality of Hunters Hill</b>			
Salary Subsidy – Hunters Hill Community Worker	12,715		
<b>The Council of the Municipality of Kiama</b>			
Salary Subsidy – Kiama Community Worker	12,715		
<b>Warringah Council</b>			
Salary Subsidy – Warringah Community Worker	12,715		
<b>Waverley Council</b>			
Salary Subsidy – Waverley Community Worker	12,715		
<b>Willoughby City Council</b>			
Salary Subsidy – Willoughby Community Worker	12,715		
<b>Wingecarribee Shire Council</b>			
Salary Subsidy – Wingecarribee Community Worker	12,715		
<b>Wollondilly Shire Council</b>			
Salary Subsidy – Wollondilly Community Worker	12,715		
<b>Wollongong City Council</b>			
Salary Subsidy – Wollongong Community Worker 1	12,715		
Salary Subsidy – Wollongong Community Worker 2	12,715		
Salary Subsidy – Wollongong Community Worker 3	12,715		
<b>Wyong Shire Council</b>			
Salary Subsidy – Wyong Community Worker	12,715		
<b>Multicultural Project</b>			
<b>Arab Council Australia Inc</b>			
Arabic Welfare Centre	66,192		
<b>Auburn Asian Welfare Centre Inc</b>			
Asian Welfare Service	101,846		
<b>Australian Antiochian Orthodox Church Diocese Welfare Services</b>			
Crisis Resolution Program B – Families	17,909		
<b>Australian Chinese Descendants Mutual Association</b>			
Chinese Community Development Officers	65,260		
<b>Australian Lebanese Association of NSW Ltd</b>			
Information & Welfare Officer Project	60,359		
<b>Australian Lebanese Christian Federation Inc</b>			
Multicultural Development Project – Punchbowl	126,340		
<b>Australian Red Cross Society – NSW</b>			
Migrant Youth Orientation Program	50,295		
<b>Australian Turkish &amp; Kurdish Community Services Co-operative Ltd</b>			
Centre Co-ordinator – Auburn	36,301		
<b>Bankstown Area Multicultural Network Inc</b>			
Migrant Community Development Project	91,287		
<b>Cabramatta Community Centre Inc</b>			
Cabramatta Young Women's Project	76,169		
Multicultural Aged Resource Worker	74,581		
Multilingual Outreach Service	86,118		
<b>Canterbury Bankstown Migrant Resource Centre Inc</b>			
Multicultural Project – May Murray 1	106,233		
<b>CO AS IT Italian Association of Assistance</b>			
Youth Project – Ashfield	63,413		
<b>Granville Multicultural Community Centre Inc</b>			
Auburn/Granville Community Development	76,746		
<b>Hewitt House Neighbourhood Centre Inc</b>			
Community Welfare Worker – Guildford	29,567		
<b>Holroyd Parramatta Migrant Services Inc</b>			
Migrant Services Development Worker Co-ordinator	86,732		
<b>Illawarra Multicultural Services Inc</b>			
Multicultural Project – Wollongong & Shellharbour	63,626		
Serbian Community Worker	39,587		
<b>Immigrant Women's Speakout Association of NSW Inc (Metro West)</b>			
Immigrant Women's Resource Centre	87,071		
<b>Italian Welfare Organisation Inc</b>			
Italian Community Worker	41,318		
<b>Lebanese Moslem Association</b>			
Social Worker Project – Lakemba	37,667		
Welfare Counsellor Project	36,389		
<b>Macarthur Arabic Australian Welfare Centre Inc</b>			
Access & Equity – Campbelltown	42,415		
<b>Macarthur Diversity Services Inc</b>			
Bilingual Team	47,446		
<b>Macedonian Welfare Centre Inc</b>			
Macedonian Welfare Centre	74,152		
<b>Multicultural Neighbourhood Centre Inc</b>			
Multicultural Youth Project – Broadmeadow	18,870		
<b>Northern Settlement Services Ltd</b>			
Filipino Welfare Service	66,681		

## Community Services Grants Program (cont)

	\$	
<b>NSW Spanish &amp; Latin American Association for Social Assistance Inc</b>		
Family Support Worker/Spanish & Latin American Assistance Centre	59,436	
<b>NSW Vietnamese Elderly Friendship Assoc Inc</b>		
Aged Care & Community Development Worker	13,778	
<b>Outer Liverpool Community Services Inc</b>		
Outer Liverpool Community Services	196,469	
<b>Polish Association of Newcastle Inc</b>		
Polish Welfare & Information Group	3,435	
<b>Queanbeyan Multilingual Centre Inc</b>		
Ethnic Welfare Worker Project – Queanbeyan	55,961	
<b>South Coast Portuguese Association Ltd</b>		
Development Information & Referral Service	32,296	
<b>South East Neighbourhood Centre</b>		
Multicultural Liaison Project	58,200	
<b>Spanish &amp; Latin American Community Organisation Inc</b>		
Spanish Community Development Worker	84,838	
<b>Surry Hills Neighbourhood Centre Inc</b>		
Surry Hills Information & Resource Project for People with NESB	36,080	
<b>The Association of Bhanin El-Minieh</b>		
Community Development Worker Project – Auburn	56,828	
<b>The Fraternal Society of Tripoli &amp; Mena Districts Ltd</b>		
Arabic Community Worker – Lakemba	67,200	
<b>Vietnamese Association of Wollongong</b>		
Vietnamese Association of Wollongong	60,118	
<b>Wyoming Community Centre Inc</b>		
Central Coast Multicultural Project	58,754	
<b>Yugoslav-Australian Welfare Association Inc</b>		
Information & Referral Service – Newtown	63,528	
<b>Neighbourhood Centres</b>		
<b>Airds Bradbury Community Centre Inc</b>		
Airds Bradbury Community Centre	58,586	
Airds Bradbury Neighbourhood Centre	67,651	
<b>Albion Park Neighbourhood Association Inc</b>		
Albion Park Community Worker	56,753	
<b>Albury Wodonga Community Centre Inc</b>		
Glenecho Community Project	43,757	
<b>Appin, Wilton &amp; Douglas Park Neighbourhood Centre</b>		
Neighbourhood Centre – Appin, Wilton & Douglas Park	4,221	
<b>Armidale Neighbourhood Centre Inc</b>		
Armidale Neighbourhood Centre	28,033	
<b>Australian Antiochian Orthodox Church Diocese Welfare Services</b>		
Crisis Resolution Program A – Families	52,500	
<b>Ballina &amp; District Community Services Assoc Inc</b>		
Ballina Information & Referral Service	55,066	
<b>Bathurst Information &amp; Neighbourhood Centre Inc</b>		
Bathurst Information & Neighbourhood Centre	49,033	
<b>Bay &amp; Basin Community Resources Inc</b>		
Community Development Worker – Sanctuary Point	82,266	
<b>Bellambi Neighbourhood Centre Inc</b>		
Bellambi Neighbourhood Centre	62,248	
<b>Bellingen Neighbourhood Centre Inc</b>		
Bellingen Neighbourhood Centre	55,994	
<b>Belmont Neighbourhood Centre Inc</b>		
Belmont Neighbourhood Centre	73,050	
<b>Berkeley Development Association Inc</b>		
Berkeley Community Development Project	87,891	
<b>Berkeley Vale Neighbourhood Centre</b>		
Berkeley Vale Neighbourhood Centre – Neighbourhood	65,091	
<b>Blackheath Area Neighbourhood Centre Inc</b>		
Blackheath Area Neighbourhood Centre	113,562	
<b>Bucketts Way Neighbourhood Group Inc</b>		
Gloucester Neighbourhood Centre	68,377	
<b>Burwood Community Welfare Services Inc</b>		
Skead House – Burwood Neighbourhood Centre	76,837	
<b>Cabramatta Community Centre Inc</b>		
Cabramatta Community Co-ordinator	141,561	
<b>Camden Community Connections Inc</b>		
Camden Area Neighbourhood Centre	74,181	
<b>Canterbury Bankstown Migrant Resource Centre Inc</b>		
Community Development – May Murray 2	191,321	
<b>Canterbury City Community Centre Inc</b>		
Neighbourhood Centre Project – Lakemba	37,293	
<b>Canterbury City Council</b>		
Canterbury Mobile Information Service	56,958	
<b>Canterbury Earlwood Caring Association Ltd</b>		
Earlwood Caring Community Centre	78,940	
<b>Casino Neighbourhood Centre Inc</b>		
Casino Neighbourhood Centre	56,734	
<b>Centacare Catholic Community Services (Metro Central)</b>		
STS Community Centre	66,375	
<b>Chester Hill Neighbourhood Centre Inc</b>		
Chester Hill Neighbourhood Centre	72,336	
Clerical Assistant – Chester Hill	10,068	
Community Worker – North Bankstown	80,807	
<b>Christian Community Aid Service Inc</b>		
Eastwood Neighbourhood Centre	18,319	
<b>Claymore Neighbourhood &amp; Youth Centres Inc</b>		
Claymore Neighbourhood Centre	62,680	
<b>Community Resource Network – Blacktown &amp; surrounding LGAs</b>		
Executive Officer – Policy	16,826	
<b>Coolaburoo Neighbourhood Centre Inc</b>		
South Bankstown Community Development Officer Project	106,811	
<b>Coonamble Neighbourhood Centre Inc</b>		
Coonamble Neighbourhood Centre	28,766	
<b>Cowra Information &amp; Neighbourhood Centre</b>		
Cowra Information & Neighbourhood Centre	126,921	
<b>Creating Links Co-operative Ltd</b>		
Neighbourhood Centre – Bankstown	155,127	
<b>Cringila Community Co-operative</b>		
Assistance Co-ordinator/Community Development Worker	38,628	
<b>Crookwell Neighbourhood Centre Inc</b>		
Crookwell Neighbourhood Centre	22,963	
<b>Crossroads Community Care Centre Inc</b>		
Community Services Project – Miranda	55,010	
Family Support	54,968	
<b>Denman &amp; District Development Association Inc</b>		
Denman Neighbourhood Development Project	56,349	
<b>Drummoynne Community Centre Inc</b>		
Drummoynne Community Centre	61,562	
<b>Dubbo Neighbourhood Centre Incorporated</b>		
Dubbo Neighbourhood Centre	29,037	
<b>Dundas Area Neighbourhood Centre</b>		
Neighbourhood Centre – Dundas	57,164	



## Community Services Grants Program (cont)

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<b>Dungog Information &amp; Neighbourhood Service</b> Dungog Information & Neighbourhood Service	70,093	<b>Kempsey Neighbourhood Centre Inc</b> Kempsey Neighbourhood Centre	60,120
<b>ECHO Bondi Junction Neighbourhood Centre Inc</b> ECHO Neighbourhood Centre	63,957	<b>Kings Cross Community &amp; Information Centre Inc</b> Neighbourhood Centre – Potts Point	34,775
<b>Edgeworth Memorial Neighbourhood Centre Inc</b> Edgeworth Memorial Neighbourhood Centre	55,598	<b>Kingsgrove Community Aid Centre Inc</b> Neighbourhood Centre – Kingsgrove	27,427
<b>Emu Community Project Inc</b> Community Development Worker Project – Emu Plains	49,671	<b>Kogarah Community Services Inc</b> Neighbourhood Centre – Kogarah	63,318
<b>Engadine District Community Aid &amp; Information Service Inc</b> Engadine District Community Aid & Information Service	40,330	<b>Kooloora &amp; Soldiers Settlement Community Centre Inc</b> Kooloora Community Centre	104,334
<b>Forster Neighbourhood Centre Inc</b> Forster Neighbourhood Centre	77,280	<b>KU Children's Services (Metro West)</b> KU Community Development Worker	66,508
<b>Georges River Community Service Inc</b> Georges River Community Service Neighbourhood Centre	39,315	<b>Kurri Kurri Community Centre Inc</b> Kurri Kurri Neighbourhood Centre	53,379
<b>Glen Innes &amp; District Community Centre Inc</b> Glen Innes & District Community Centre	43,158	<b>Lavington/Springdale Heights Community Centre Inc</b> Lavington Springdale Heights Community Centre	64,123
<b>Glossodia Community Information Centre</b> Glossodia Community Information Centre	72,739	<b>Lifeline – Broken Hill Inc</b> Neighbourhood Centre Project – Broken Hill	33,793
<b>Gosford City Community &amp; Information Service</b> Gosford/Narara Neighbourhood Centre	37,311	<b>Lismore Neighbourhood Centre Inc</b> Lismore Neighbourhood Centre	70,540
<b>Graceades Community Cottage Inc</b> Graceades Community Cottage	80,062	<b>Lithgow Information &amp; Neighbourhood Centre Inc</b> Lithgow Information & Neighbourhood Centre	63,132
<b>Granville Multicultural Community Centre Inc</b> Community Welfare Worker – Granville Co-ordinator Granville Multicultural Community Centre	56,501 64,383	<b>Liverpool Districts Neighbourhood Centres Assoc</b> Heckenberg – Busby Neighbourhood Centre Liverpool Central/Warwick Farm Development Worker Liverpool Neighbourhood Centre Lurnea Neighbourhood Centre	82,730 86,564 83,956 86,186
<b>Green Point Community Centre Inc</b> Green Point Community Centre	55,013	<b>Macarthur Diversity Services Inc</b> Arabic Community Worker – Minto	65,576
<b>Griffith Neighbourhood House Community Centre Inc</b> Griffith Neighbourhood House – Community Centre	57,505	<b>Maitland Neighbourhood Centre Inc</b> Maitland & Woodberry Neighbourhood Centres	148,404
<b>Gundagai Neighbourhood Centre Inc</b> Gundagai Neighbourhood Centre	21,233	<b>Manly Community Centre Inc</b> Manly Community Centre	47,529
<b>Guyra Neighbourhood Centre Inc</b> Guyra Neighbourhood Centre	23,798	<b>Manning Valley Neighbourhood Services Inc</b> Manning Valley Neighbourhood Centre	75,964
<b>Gwydir Shire Council</b> Bingara Neighbourhood Centre	8,851	<b>Marayong House Neighbourhood Centre Inc</b> Marayong House Neighbourhood Centre	66,651
<b>Hawkesbury Area Women &amp; Kids Services Collective Inc</b> The Women's Cottage	110,722	<b>Maryland Activities Group Inc</b> Maryland Neighbourhood Centre	73,905
<b>Hawkesbury Community Outreach Services Inc</b> Colo Wilderness Mobile Resource Unit	71,796	<b>Meeting House Inc</b> Meeting House Neighbourhood Centre	25,674
<b>Helensburgh Community Centre Inc</b> Community Centre Project – Helensburgh	51,355	<b>Menai District Neighbourhood Service Inc</b> Menai District Community Resource Centre	81,155
<b>Hewitt House Neighbourhood Centre Inc</b> Neighbourhood Centre Project – Guildford	75,748	<b>Mid Richmond Neighbourhood Centre Inc</b> Mid Richmond Neighbourhood Centre	49,821
<b>Highlands Community Centres Inc</b> Highlands Community Centres	202,485	<b>Mid-Western Regional Council</b> Mid-Western Regional Council Community Project Officer	46,680
<b>Holdsworth Street Community Centre</b> Family Support Neighbourhood Centre	27,194	<b>Mission Australia (Hunter)</b> Newcastle Community Development Program	79,202
<b>Hornsby Heights Neighbourhood Centre Inc</b> Hornsby Heights Neighbourhood Centre	5,572	<b>Moree Neighbourhood Centre Inc</b> Moree Neighbourhood Centre	52,902
<b>Hunters Hill Ryde Community Services Inc</b> Neighbourhood Centre – Gladesville	35,331	<b>Mountain Women's Resource Centre</b> Mountain Women's Resource Centre	34,635
<b>Illawarra Community Services Inc</b> Dapto Neighbourhood Centre Neighbourhood Centre – Dapto	24,701 63,887	<b>Mountains Community Resource Network Inc</b> Community Resource Network	97,285
<b>INTEREACH NSW Inc</b> Deniliquin Neighbourhood Centre	67,731	<b>Mountains Outreach Community Service Inc</b> Mountain Outreach Community Service	139,543
<b>Jannali Neighbour Aid (Nightingale) Inc</b> Neighbourhood Centre – Jannali	30,657	<b>Mullumbimby &amp; District Neighbourhood Centre Inc</b> Mullumbimby & District Neighbourhood Centre Mullumbimby Women's Service	49,342 23,685
<b>Jesmond Neighbourhood Centre Inc</b> Jesmond Neighbourhood Centre	71,988	<b>Multicultural Neighbourhood Centre Inc</b> Multicultural Neighbourhood Centre – Broadmeadow	74,898
<b>June Community Centre Inc</b> June Community Centre	49,496	<b>Murwillumbah Community Centre Inc</b> Murwillumbah Community Centre	49,340
<b>Karabi Community &amp; Development Services Inc</b> Community Development Project – Karabi Manager/Community Development Worker	74,580 72,333	<b>Nambucca Valley Neighbourhood Centre Inc</b> Nambucca Valley Neighbourhood Centre	54,444
<b>Kariong Neighbourhood Centre Inc</b> Kariong Neighbourhood Centre	60,166	<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Neighbourhood Centre	55,345
		<b>Neighbourhood Development Team – Erskine Park Inc</b> Neighbourhood Development Team – Erskine Park	84,632
		<b>New School of Arts Neighbourhood House Inc</b> New School of Arts Neighbourhood House – South Grafton Valley Volunteers	27,923 38,628

## Community Services Grants Program (cont)

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<b>Newtown Neighbourhood Centre Inc</b> Newtown Neighbourhood Centre	101,837	<b>South East Neighbourhood Centre</b> South East Neighbourhood Centre	83,491
<b>Nimbin Neighbourhood &amp; Information Centre Inc</b> Nimbin Neighbourhood & Information Centre	49,519	<b>South Sydney Community Aid Co-operative Ltd</b> Multicultural Neighbourhood Centre – Redfern	130,853
<b>North Kiama Neighbourhood Centre</b> North Kiama Neighbourhood Centre	53,431	<b>South Wallsend Neighbourhood Development Group Inc</b> Elmore Vale Community Initiatives Program	66,617
<b>North Richmond Community Centre Inc</b> Neighbourhood Centre Co-ordinator – North Richmond	69,397	<b>South West Multicultural &amp; Community Centre Inc</b> South West Multicultural & Community Centre	63,266
<b>North Ryde Community Aid &amp; Information Centre Inc</b> North Ryde Community Aid & Information Centre Project	15,619	<b>Southern Women's Group Inc</b> Women's Resource Centre	51,878
<b>North St Marys Neighbourhood Centre Inc</b> North St Marys Neighbourhood Centre	96,942	<b>Southlake Community Services Inc</b> Community Development Project	76,919
<b>Northern Beaches Community Service Ltd</b> Neighbourhood Centre & Community Information Programs	118,393	<b>Springwood Neighbourhood Centre Co-operative Ltd</b> Springwood Neighbourhood Centre	120,721
<b>Northern Suburbs Community Development Project Inc</b> Bulli Community Centre	54,767	<b>SPYNS Inc</b> Community Development Worker – Emu Plains Cranebrook Community Development Project	16,560 57,241
<b>Orange City Council</b> Orange Neighbourhood Centre	69,489	<b>St Clair Youth &amp; Neighbourhood Team Inc</b> St Clair Community Project	121,237
<b>Our Community Place Inc</b> Our Community Place Incorporated	75,357	<b>St George Community Services Inc</b> St George Community Services Neighbourhood Centre	42,381
<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b> Parkes Neighbourhood Centre	56,553	<b>Sugarvalley Neighbourhood Advancement Group</b> Sugar Valley Neighbourhood Centre & Youth Projects	109,496
<b>Peninsula Community Centre Inc</b> Peninsula Community Centre	60,254	<b>Surry Hills Neighbourhood Centre Inc</b> Surry Hills Neighbourhood Centre	60,092
<b>Pole Depot Community Centre Inc</b> Pole Depot Neighbourhood Centre	102,643	<b>Sutherland Shire Information &amp; Community Service Inc</b> Sutherland Shire Information & Community Service	46,725
<b>Port Kembla Community Project Inc</b> Port Kembla Community Outreach Project	70,006	<b>Swansea Community Cottage Inc</b> Swansea Community Cottage	66,221
<b>Port Macquarie Neighbourhood Centre Inc</b> Port Macquarie Neighbourhood Centre Wauchope Information & Neighbourhood Centre	64,289 40,676	<b>Sydney University Settlement</b> Settlement Neighbourhood Centre	108,031
<b>Raymond Terrace Neighbourhood Centre Inc</b> Raymond Terrace Neighbourhood Centre	78,773	<b>Tamworth Youth Care Inc</b> Coledale Community Centre	73,950
<b>Riverstone Neighbourhood Centre &amp; Community Aid Service Inc</b> Riverstone Neighbourhood Centre & Community Aid	57,397	<b>Temora Community Centre Inc</b> Neighbourhood Centre – Temora	44,718
<b>Riverwood Community Centre Inc</b> Riverwood Neighbourhood Centre	101,271	<b>The Entrance Neighbourhood Centre Inc</b> The Entrance Neighbourhood Centre	63,676
<b>Rockdale Community Services Inc</b> Neighbourhood Centre – Rockdale	62,864	<b>The Factory Community Centre Inc</b> Community Program – The Factory Community Centre	63,937
<b>Rozelle Neighbourhood Centre Inc</b> Rozelle Neighbourhood Centre	63,595	<b>The Junction Neighbourhood Centre Inc</b> Neighbourhood Centre Project	63,557
<b>Samaritans Foundation (Hunter/Central Coast)</b> Samaritans Information & Neighbourhood Centre	111,798	<b>The Junction Works Inc</b> Tallowood Community Centre Wattle Grove Neighbourhood Centre	51,765 75,801
<b>San Remo Neighbourhood Centre Inc</b> San Remo Neighbourhood Centre	72,948	<b>The Neighbourhood House – Bayldon Boambee Bonville Sawtell Toormina Inc</b> The Neighbourhood House	38,621
<b>Scone Neighbourhood Resource Centre Inc</b> Scone Neighbourhood Resource Centre	46,745	<b>The Rail Neighbourhood Association Inc</b> Community Worker/Centre Co-ordinator – Albion Park Rail	58,276
<b>Shalvey Community Centre Inc</b> Shalvey Community Centre	84,581	<b>The Uniting Church in Australia Property Trust (NSW) – (Metro Central)</b> Harris Community Centre	87,534
<b>Shoalhaven Neighbourhood Centre Inc</b> East Nowra Centre Co-ordinator Nowra Neighbourhood Centre	55,450 46,566	<b>Tomaree Neighbourhood Centre Inc</b> Tomaree Neighbourhood Centre	85,151
<b>Singleton Neighbourhood Centre Inc</b> Singleton Neighbourhood Centre	68,047	<b>Toukley Neighbourhood Centre Inc</b> Toukley Neighbourhood Centre	82,404
		<b>Tumut &amp; District Neighbourhood Centre Inc</b> Tumut & District Neighbourhood Centre	40,507
		<b>Ulladulla &amp; District Community Resources Centre Inc</b> Milton Ulladulla Community Resources Centre 1 & 2	91,308

## Community Services Grants Program (cont)

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<b>Unanderra/Figtree Area Residents Association Inc</b>			
Unanderra Community Centre	59,164		
<b>Upper Hunter Community Services Inc</b>			
Muswellbrook Neighbourhood Service	86,818		
<b>Uralla Neighbourhood Centre Inc</b>			
Uralla Neighbourhood Centre	30,245		
<b>Volunteering Coffs Harbour Inc</b>			
Coffs Harbour Neighbourhood Centre	65,698		
<b>Walla Mulla Family &amp; Community Support Ltd</b>			
Aboriginal Community Worker – Woolloomooloo	56,495		
Housing Estates Worker – Woolloomooloo	76,295		
Outreach Counselling Service	99,842		
<b>Warilla Neighbourhood Centre Inc</b>			
Community Worker Project – Warilla	68,122		
<b>Warragamba-Silverdale Neighbourhood Centre Inc</b>			
Neighbourhood Centre – Warragamba-Silverdale	84,501		
<b>Warrumbungle Shire Council</b>			
Coonabarabran Community Access Project	70,164		
<b>Wellington Information &amp; Neighbourhood Services Inc</b>			
Wellington Information & Neighbourhood Services	34,639		
<b>Werrington Community Project Inc</b>			
Werrington Area Community Development Team	128,075		
<b>West Dapto Community Association Inc</b>			
Neighbourhood Centre Co-ordinator – West Dapto	44,034		
<b>Westside Community Centre Inc</b>			
Westside Community Centre	26,927		
<b>Winmalee Neighbourhood Centre Inc</b>			
Winmalee Neighbourhood Centre	74,043		
<b>Wollongong Women's Information Service Inc</b>			
Wollongong Women's Centre	184,288		
<b>Women's Activities &amp; Self Help House – The WASH House</b>			
Women's Activities & Self Help House	218,396		
<b>Woodbine Neighbourhood Centre Inc</b>			
Woodbine Neighbourhood Centre	48,287		
<b>Woodrising Neighbourhood Centre Inc</b>			
Woodrising Neighbourhood Centre	75,467		
<b>Woodville Community Service Inc</b>			
Woodville Community Services	101,552		
<b>Woolgoolga Neighbourhood Centre Inc</b>			
Woolgoolga Neighbourhood Centre	46,967		
<b>Wyong Neighbourhood Centre Inc</b>			
Wyong Neighbourhood Centre Community Development	139,090		
<b>Yarrhapinni Community House Inc</b>			
Yarrhapinni Community House	25,608		
<b>Yawarra Meamei Women's Group Inc</b>			
Lightning Ridge Neighbourhood Centre	21,106		
<b>Young Neighbourhood Centre Inc (Southern)</b>			
Young Neighbourhood Centre	20,844		
<b>YWCA NSW (Southern)</b>			
Domestic Violence Support Worker	39,162		
<b>Peak, Coordination &amp; Resource Project</b>			
<b>Armidale Dumaresq Council</b>			
Armidale Volunteer Referral Service	34,921		
<b>Association of Children's Welfare Agencies Inc (Statewide)</b>			
Core Secretariat – ACWA	219,670		
<b>Bathurst Information &amp; Neighbourhood Centre Inc</b>			
Volunteering Bathurst	38,628		
Volunteering Bathurst – Fixed Term	12,178		
<b>Central Coast Community Council Inc</b>			
Regional Development Officer	65,801		
<b>City of Ryde Council</b>			
Ryde/Hunters Hill Volunteer Referral Agency	34,923		
<b>Community Resource Network – Blacktown &amp; surrounding LGAs</b>			
Community Development – Policy	191,828		
<b>Council of Social Service of NSW</b>			
Core Operations – Council of Social Service	567,859		
<b>Hunter Volunteer Centre Inc</b>			
Volunteer Education & Participation	12,178		
<b>Inner Sydney Regional Council for Social Development Inc.</b>			
Inner Sydney Regional Information Service	101,169		
<b>Liverpool Volunteer Resource Centre Inc</b>			
Liverpool Volunteer Resource Centre	34,921		
<b>Local Community Services Association</b>			
Core Operations – Local Community Services	255,224		
Targeted Capacity Building Project (CSGP)	107,075		
<b>Macarthur Community Forum Inc</b>			
Macarthur Community Forum	99,387		
<b>Mid North Coast Regional Council for Social Development</b>			
Regional Community Services Information Project	101,297		
<b>Nepean Volunteer Services Inc</b>			
Volunteer Referral Service – Penrith	38,628		
<b>NSW Family Services Inc</b>			
Core Operations – Family Support Services Association	25,000		
Data Collection – NSW Family Services	10,400		
<b>St George Community Services Inc</b>			
Retired Seniors Volunteers Project	36,541		
<b>The Centre for Volunteering</b>			
Pathways to Participation	161,953		
Statewide Service	314,953		
<b>Western Information &amp; Neighbourhood Centres</b>			
Regional Development Project	6,155		
<b>Western Sydney Community Forum Inc</b>			
Regional Resource Project	126,890		
WSCF Executive Officer	55,874		
<b>Wollongong City Council</b>			
Volunteering Illawarra	33,988		
<b>Special Community Service</b>			
<b>The Entrance Neighbourhood Centre Inc</b>			
The Entrance District Recession Service	45,201		
<b>Youth Services</b>			
<b>Adolescent Support Program</b>			
<b>Albury Wodonga Youth Emergency Services Ltd</b>			
Adolescent Family Counsellor – Albury	175,726		
<b>Allambi Youth Services Inc (Hunter)</b>			
Lake Macquarie Detached Family Counsellor Project	88,489		
<b>Auburn Youth Centre Inc</b>			
Adolescent & Family Counsellor – Auburn	74,932		
<b>Barnardos Australia (Queanbeyan Children's Family Centre)</b>			
Queanbeyan & Region Adolescent & Family Counselling Service	84,831		
<b>Bridging the Gap Sydney West Inc</b>			
St Marys Detached Family Counsellor Project	69,452		
<b>Campbelltown Family Support Service Inc</b>			
Adolescent Family Worker – Campbelltown	46,425		
<b>Central Illawarra Youth Services Inc</b>			
Young Adult Resource Information Project	37,661		
<b>Coastal Accommodation Services Supporting Youth (CASSY) Inc</b>			
Youth Exit/Outreach Worker Project	64,658		
<b>Coolaburoo Neighbourhood Centre Inc</b>			
Youth Programs Officer – Revesby	76,563		
<b>Dubbo Neighbourhood Centre Incorporated</b>			
Detached Family Counsellor Project – Dubbo	91,547		
<b>Granville Multicultural Community Centre Inc</b>			
Adolescent Support Worker – Granville	82,685		
<b>Illawarra Youth Housing Ltd</b>			
Adolescent & Family Counsellor – Illawarra	91,549		
<b>Jesmond Neighbourhood Centre Inc</b>			
Detached Family Counsellor Project – Jesmond	70,649		
Families with Adolescents Support Project	63,023		
<b>Maitland Youth Crisis Service Inc</b>			
Detached Family Counsellor Project – Maitland / Cessnock	45,775		
<b>Manly Council</b>			
Adolescent & Family Counsellor Service	151,474		
<b>Mission Australia – Wagga Wagga</b>			
Adolescent Family Counsellor – Wagga Wagga	91,549		

## Community Services Grants Program (cont)

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<b>Mountains Youth Services Team Inc</b>			<b>Woodrising Neighbourhood Centre Inc</b>		
Lower Mountains Family & Adolescent Counselling	81,713		Adolescent & Family Counsellor – Woodrising		88,145
<b>Narrabri &amp; District Community Aid Service Inc</b>			<b>Youth for Christ Australia Inc Central Coast Region</b>		
Narrabri Youth Service	28,715		Central Coast Adolescent and Family Counsellor		86,878
<b>PACS Inc</b>			<b>Community Youth Project – General</b>		
Blacktown Adolescent Family Counsellor	82,662		<b>Al Zahra Islamic Council</b>		
<b>Phoenix House Youth Services Inc</b>			Youth Development Officer – Arncliffe		12,996
Phoenix House Youth Services	154,233		<b>Al Zahra Muslim Women's Association</b>		
<b>Rosemount Good Shepherd Youth &amp; Family Services Inc</b>			Youth Development Officer – Arncliffe		38,984
Day Survival & Detached Family Counsellor Service	463,148		<b>Albury Wodonga Youth Project Inc</b>		
<b>Samaritans Foundation (Hunter/Central Coast)</b>			The Place		75,173
Creative Times Gateshead/Hamilton South	233,658		<b>Ambarvale Rosemeadow Youth Services Committee</b>		
Lower Hunter Adolescent & Family Counselling Project	45,775		Ambarvale Youth Centre		68,436
<b>Shoalhaven Youth Accommodation Co Ltd</b>			<b>Auburn Community Development Network</b>		
Detached Family Counsellor Project – Shoalhaven	91,549		Youth Development Officer – Auburn		60,656
<b>South West Child Adolescent &amp; Family Services Association Inc</b>			<b>Auburn Youth Centre Inc</b>		
Adolescent & Family Counsellor Project – Bankstown	91,023		Co-ordinator & Youth Worker Project – Auburn		148,369
Detached Family Counsellor Project – Cabramatta	87,917		<b>Australian Antiochian Orthodox Church</b>		
Detached Family Counsellor Project – Liverpool	91,026		<b>Diocese Welfare Services</b>		
<b>Southern Riverina Youth Support Services Inc</b>			Crisis Resolution Program – Youth		63,543
Adolescent Family Counselling Service	91,549		<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b>		
<b>Southern Youth and Family Services Association Inc</b>			Awabakal Youth Worker		54,856
Family Counselling Project – Wollongong	95,313		<b>Ballina &amp; District Community Services Assoc Inc</b>		
<b>Anglicare (Metro South West)</b>			Ballina & District Community Services Ass		
Campbelltown Detached Family Counsellor Project	78,991		Youth Service		82,212
<b>The Bridge Youth Service Inc (Metro Central)</b>			<b>Bankstown City Council</b>		
Adolescent Family Counsellor Project – Sutherland	83,223		After School Drop-In Centre – Bankstown		239,343
<b>The Deaf Society of NSW</b>			Youth Development Officer – Bankstown		71,432
Detached Family Counsellor Project – Parramatta	92,836		<b>Bankstown Multicultural Youth Service Inc</b>		
<b>The Fact Tree Youth Service</b>			Multicultural Youth Service – Bankstown		250,456
Detached Family Counsellor Project – Waterloo	86,208		<b>Baptist Community Services – NSW &amp; ACT (Metro Central)</b>		
<b>The Ted Noffs Foundation Inc (Metro West)</b>			Respite Recreation Network		89,259
Adolescent Family Program	86,875		<b>Barnardos Australia – Auburn</b>		
<b>Wesley Mission Health Counselling &amp; Accom</b>			Youth Support Worker Project		87,697
Detached Family Counsellor Project – Penrith	86,868		<b>Barnardos Australia – South Coast</b>		
Mount Druitt Integrated Youth Service	211,024		Bundaleer Child & Family Community		
<b>UnitingCare Burnside (Hunter/CC)</b>			Development Project		33,492
Gosford Adolescent & Family Counsellor	91,549		<b>Barnardos Australia (Metro Central)</b>		
The Entrance Youth Project	83,034		Youth Programmes Co-ordinator		59,152
Wyong Adolescent & Family Counsellor	94,108		<b>Baulkham Hills Shire Council</b>		
<b>Margaret Jurd Learning Centre(Hunter/CC)</b>			Youth Development Officer – Baulkham Hills Council		26,309
Margaret Jurd Learning Centre	251,155		<b>Bay &amp; Basin Community Resources Inc</b>		
<b>Edmund Rice Community Services (Metro West)</b>			Youth Services Co-ordinator – Sanctuary Point		51,737
Young People's Support Program	76,562		<b>Bellambi Neighbourhood Centre Inc</b>		
<b>Uniting Care Northmead</b>			Youth Project – Bellambi		17,311
Adolescent & Family Counsellor – Parramatta	82,970		<b>Bellingen Neighbourhood Centre Inc</b>		
<b>Upper Hunter Youth Services Inc</b>			Bellingen & Seaboard Youth Services		63,328
Adolescent & Family Counsellor – Upper Hunter	91,744		<b>Bellingen Shire Council</b>		
<b>Upper Mountains Youth Services Inc</b>			Dorrigo Youth Service		27,593
Adolescent & Family Counsellor – Katoomba	81,433		<b>Berkeley Development Association Inc</b>		
<b>Veritas House Inc</b>			Berkeley Youth Project		42,405
Adolescent & Family Counselling Service – Veritas	91,549		<b>Blacktown Youth Service Association Inc</b>		
<b>Vietnamese Association of Wollongong</b>			Youth Services Blacktown		166,103
Indo Chinese Youth Worker	27,441		<b>Bligh Park Community Services Inc</b>		
<b>Waverley Action for Youth Services (South East Sydney)</b>			Youth Project – Bligh Park		68,727
Detached Family Counsellor Project – Bondi Beach	82,141		<b>Bridging the Gap Sydney West Inc</b>		
			Bridging The Gap – Youth Resilience Project		91,175
			<b>Byron Youth Service Inc</b>		
			Byron Youth Service		69,699
			Youth Activities & Liaison Worker		31,624



## Community Services Grants Program (cont)

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<b>Cabramatta Community Centre Inc</b> Multicultural Youth Support Project Youth Service Co-ordinator	151,611 81,522	<b>Greater Taree City Council</b> Aboriginal Adolescent Support Program – Taree Taree Youth Development Officer	150,711 58,548
<b>Camden Area Youth Services</b> Youth Services Co-ordinator – Camden	67,185	<b>Gwydir Shire Council</b> Bingara Youth Support Program	14,566
<b>Campbelltown Family Support Service Inc</b> Youth Support Worker	91,644	<b>Hawkesbury City Council</b> Forgotten Valley Youth Project	9,167
<b>Campbelltown Youth Services Inc</b> Campbelltown Youth Services	259,876	<b>Hawkesbury Community Outreach Services Inc</b> Youth Access Worker	73,231
<b>Canterbury City Council</b> Canterbury Youth Support Worker	87,188	<b>Helensburgh Community Centre Inc</b> Helensburgh Youth Project	15,870
<b>CareSouth</b> Aunties & Uncles – South Coast	32,803	<b>Hillsong Youth Services Inc</b> Part-Time Youth Worker Project – Hills District	31,656
<b>Casino Neighbourhood Centre Inc</b> Casino Youth Service	62,553	<b>Holroyd City Council</b> Wentworthville Youth Service Outreach Youth Worker	80,223
<b>Centacare – Newcastle</b> Maitland Youth Counsellor Project	62,547	<b>Holroyd Youth Service Inc</b> Merrylands Youth Centre – Youth Worker	60,375
<b>Chester Hill Neighbourhood Centre Inc</b> Youth Project Officer – North Bankstown	74,964	<b>Holy Family Parish – Mount Druitt</b> Mount Druitt Youth Project	61,639
<b>Churches of Christ Community Care/Carework (NSW) – Cumberland</b> The Stepping Stone	59,480	<b>Illawarra Community Services Inc</b> West Dapto Outreach Youth Project Youth Work Project – Dapto	45,037 19,002
<b>Clarence Valley Council</b> Clarence Valley Youth Development Officer	57,216	<b>Illawarra Ethnic Communities Council Inc</b> Ethnic Youth Development Officer	79,614
<b>Claymore Neighbourhood &amp; Youth Centres Inc</b> Claymore Youth Development Project Female Youth Worker	59,729 59,259	<b>Jetty Bunker Youth Service Inc</b> Coffs Harbour Youth Service – Jetty Bunker	80,032
<b>Community Activities Lake Macquarie Inc</b> Lake Macquarie Youth Development Officer	59,298	<b>Junee Shire Council</b> Youth Project – Junee Shire Council	28,560
<b>Community Connections North Coast Inc</b> Lismore & District Youth Services	79,958	<b>Karabi Community &amp; Development Services Inc</b> Karabi Youth Services Youth Activities Worker	80,162 5,397
<b>Community First Step</b> Youth Services Project	349,344	<b>Kempsey Family Support Service Inc</b> Kempsey Youth Support Worker	87,697
<b>Community Links Wollondilly Inc</b> Community Links Youth Service Youth Outreach Project	91,200 8,988	<b>Koonawarra Area Residents Association Inc</b> Koonawarra Youth Work Project	28,029
<b>Dundas Area Neighbourhood Centre</b> Dundas Area Youth Service	60,176	<b>Kurri Kurri Community Centre Inc</b> Cessnock Youth Development Officer Kurri Kurri Youth Centre	74,660 60,913
<b>Dungog Information &amp; Neighbourhood Service</b> Dungog Area Youth Service (DAYS) Dungog Youth & Family Counselling Service	47,411 40,379	<b>Kyogle Youth Action Inc</b> Kyogle Youth Action	63,363
<b>Durri Aboriginal Corporation Medical Service</b> Kempsey Youth Service	75,897	<b>Lane Cove Council</b> Lane Cove Council Youth Centre	12,908
<b>Eastlake Youth Centre Inc</b> Eastlake Youth Centre Project	175,433	<b>Lebanese Moslem Association</b> Youth Development Officer – Lakemba	51,972
<b>Edgeworth Memorial Neighbourhood Centre Inc</b> Northlakes Youth & Family Counsellor Northlakes Youth Project	77,446 60,692	<b>Lithgow Information &amp; Neighbourhood Centre Inc</b> Lithgow Adolescent & Family Counsellor	30,805
<b>Emu Community Project Inc</b> Emu Plains Youth Activities Project	40,266	<b>Liverpool Districts Neighbourhood Centres Assoc</b> Youth Centre – Green Valley	75,661
<b>Engadine District Youth Services Inc</b> Engadine District Youth Services	92,141	<b>Liverpool Women's Resource Centre Inc</b> Liverpool Women's Resource Centre Project	81,099
<b>Epping Youth Development Group Inc</b> The Shack – Epping	27,803	<b>Liverpool Youth Needs Committee Inc</b> LYNC Place Liverpool	140,561
<b>Fusion (Australia) (Metro West)</b> Fusion Mount Druitt Youth Service Fusion/Cranebrook Youth Development Project The Channel Youth Cafe – Penrith	259,409 119,752 254,298	<b>Maari Ma Health Aboriginal Corporation</b> Wentworth Shire Youth Support Worker Wilcannia Youth & Community Club	54,397 54,145
<b>Fusion Australia Ltd (Metro Central)</b> Fusion Campsie Youth Cafe	259,409	<b>Macquarie Legal Centre Inc</b> Youth Education Project	32,253
<b>Gilgandra Shire Council</b> Aboriginal Youth Worker Project – Gilgandra	41,904	<b>Manly Council</b> Clearway Youth Club	22,510
<b>Glebe Youth Service Inc</b> Glebe Youth Project	215,487	<b>Marayong House Neighbourhood Centre Inc</b> Youth Development Worker – Kings Park	62,635
<b>Gloucester Shire Council</b> Gloucester Youth Service	41,735	<b>Maronite Catholic Family &amp; Social Apostolate</b> Our Lady of Lebanon Youth Worker	46,530
<b>Granville Multicultural Community Centre Inc</b> Community Youth Worker – Granville	60,757	<b>Marrickville Youth Resource Centre Inc</b> Marrickville Youth Resource Centre	234,073
<b>Great Lakes Community Resources Inc</b> Aboriginal Youth Worker Project – Tuncurry Great Lakes Youth Development Worker	37,203 71,514	<b>Mid-Mountains Youth Futures Group</b> Mid-Mountains Youth Project	93,511
		<b>Mission Australia (Metro South West)</b> Miller Youth Centre	34,273
		<b>Miyay Birray Youth Service Inc</b> Miyay Birray Youth Service	256,492
		<b>Mount Druitt Ethnic Communities Agency Inc</b> Ethnic Youth Worker Project – Mount Druitt	54,133

## Community Services Grants Program (cont)

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<b>Mountains Youth Resource Organisation Inc</b>		Community Youth Development Project – Samaritans	95,376
Mountains Youth Resource	106,213	Developmental Youth Worker	37,539
<b>Mountains Youth Services Team Inc</b>		Hunter Youth Support Service	97,371
Mountains Youth Support Service	117,451	Maitland & Dungog Youth Development Project	76,248
Springwood and Winmalee Youth Project	93,288	Samaritans Youth Services-Newcastle/Lake	
Youth Recreation Service	71,623	Macquarie The Hub – EI & Activities	205,282
<b>Nambucca Shire Council</b>		The Cottage Youth Service	57,441
Nambucca Shire Youth Services		Westlake Macquarie Youth Services Project	51,045
and Youth Development Officer	73,396	<b>San Remo Neighbourhood Centre Inc</b>	
<b>Nicholii Cottage Neighbourhood Centre Inc</b>		San Remo Youth Services	72,638
Creative Holidays for Kids-Nicholii Cottage	2,468	San Remo Youth Services Co-ordinator	28,540
<b>North Richmond Community Centre Inc</b>		Youth Worker Assistant – Northern Wyong	29,355
North Richmond Youth Project	70,901	Youth Worker Assistant – Summerland Point	17,614
<b>Nowra Youth Services Inc</b>		<b>Shellharbour Aboriginal Community</b>	
Youth Worker Project – Nowra	53,438	<b>Youth Association Inc</b>	
<b>NSW Council of YMCAs (Southern)</b>		Aboriginal Youth Project – Albion Park	55,048
Cooma YMCA Youth Project	46,999	<b>Shire Wide Youth Service Inc</b>	
<b>NSW Department of Sport and Recreation</b>		Menai District Youth Services	107,874
Armidale Youth Support Project	34,502	<b>Shopfront Theatre for Young People Co-op Ltd</b>	
<b>Nungera Co-operative Society Ltd</b>		Shopfront Youth Outreach Program	50,178
Lower Clarence Aboriginal Youth Service	59,719	<b>Singleton Council</b>	
<b>Oasis Pre-Employment Network</b>		Singleton Youth Centre	72,345
<b>(OPEN) Inc – T/A Campbell Page</b>		<b>South Sydney Youth Services</b>	
Eden Youth Service	43,723	South Sydney Youth Service	74,906
Eurobodalla Aboriginal Youth Project	37,813	<b>Southern Shoalhaven Youth Services Inc</b>	
Eurobodalla Youth Project	47,992	Youth Worker Southern Shoalhaven	39,552
<b>Peninsula Community Centre Inc</b>		<b>Southlake Community Services Inc</b>	
Peninsula Adolescent Support Project		Southlake Youth Centre	79,410
The Web Youth Service	148,665	<b>SPYNS Inc</b>	
<b>Pole Depot Community Centre Inc</b>		Emu Plains Youth Activities Project	13,424
Youth Zone – Youth Centre for St George	142,651	South Penrith Youth Services	129,827
Youth Zone After School Service	259,409	<b>St Clair Youth &amp; Neighbourhood Team Inc</b>	
<b>Police &amp; Community Youth Clubs NSW Ltd</b>		St Clair Youth Development Project	70,233
Bourke Youth Centre	164,823	<b>St Francis Welfare Ltd</b>	
<b>Port Kembla Youth Project Inc</b>		Come In Youth Resource Centre	254,819
Port Kembla Youth Project	31,628	<b>St George Backstop Family Support Service Inc</b>	
<b>Port Macquarie – Hastings Council</b>		Southern Suburbs Youth and Family Support	45,822
Youth Development Worker – Port Macquarie	33,834	<b>St Joseph's Youth Service</b>	
<b>Queanbeyan City Council</b>		St Joseph's Youth Housing Service	222,348
Queanbeyan Youth Service	32,865	<b>Sutherland Shire Family Services Inc</b>	
<b>Raymond Terrace Neighbourhood Centre Inc</b>		Sutherland Youth & Family Support	45,822
Port Stephens Youth Support Project	94,982	<b>Sydney University Settlement</b>	
Raymond Terrace Youth Centre	56,950	Settlement Youth Project	83,974
<b>Regional Youth Support Services Inc</b>		<b>Tamworth Youth Care Inc</b>	
Co-ordinator – Wyoming Youth Centre	76,460	Coledale Youth Project	51,809
Gosford Youth Services	172,883	<b>The Council of the Municipality of Kiama</b>	
Kincumber & Kariong Youth Project	59,271	Youth Project – North Kiama	31,531
Peninsula Youth Support Worker	34,628	<b>The Fact Tree Youth Service</b>	
<b>Riverina Medical &amp; Dental Aboriginal Corporation</b>		Generalist Youth Worker Project	105,861
Aboriginal Youth Worker – Wagga Wagga	48,049	<b>The Family Centre Inc</b>	
<b>Riverstone Neighbourhood Centre</b>		Youth Space Project	46,091
<b>&amp; Community Aid Service Inc</b>		<b>The Junction Works Inc</b>	
Youth Development Officer Project – Riverstone	59,024	Liverpool Youth Support Worker	81,968
<b>Riverwood Community Centre Inc</b>		<b>The Shack Youth Services Inc</b>	
Riverwood Youth Service	98,615	The Shack Youth Services	74,069
<b>Rosie's Place Inc</b>		The Shack Youth Support Worker Project	86,019
Child Adolescent & Family Sexual Assault		<b>Trustees of the Society of St Vincent de Paul</b>	
Counselling and Outreach Project	312,002	<b>(NSW) (Macarthur)</b>	
<b>Samaritans Foundation (Hunter/Central Coast)</b>		Adolescent Support Worker	65,217
Berkeley Vale Youth Centre	98,614	<b>The Trustees of the Society of St Vincent de Paul</b>	
		<b>(NSW) (South West Sydney)</b>	
		Liverpool Night Patrol	17,069
		<b>Wesley Mission &amp; Newcastle City Mission (Hunter)</b>	
		Wesley Newcastle Youth Service	55,800



## Community Services Grants Program (cont)

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<b>Wesley Mission Health Counselling &amp; Accom</b> Quakers Hill Youth Support Worker	89,277	<b>City of Ryde Council</b> Salary Subsidy – Ryde Youth Worker	12,715
<b>UnitingCare Burnside – Dubbo</b> Doorways	51,620	<b>City of Sydney Council</b> Salary Subsidy – Sydney Youth Worker	12,715
<b>UnitingCare Burnside (Metro South West)</b> Campbelltown Youth Services	86,626	Salary Subsidy – Sydney Youth Worker 1	12,715
<b>UnitingCare Burnside (Metro West)</b> Children Living Skills Program	50,844	<b>Fairfield City Council</b> Salary Subsidy – Fairfield Youth Worker	12,715
<b>Thirroul Neighbourhood Centre Inc</b> Youth Project – Thirroul	57,516	<b>Gosford City Council</b> Salary Subsidy – Team Leader Youth Services	12,715
<b>TTEC Enterprises Ltd</b> Murwillumbah Youth Centre	11,907	<b>Hawkesbury City Council</b> Salary Subsidy – Hawkesbury Youth Worker	12,715
<b>Unanderra/Figtree Area Residents Association Inc</b> Unanderra Figtree Youth Project	29,340	<b>Holroyd City Council</b> Salary Subsidy – Holroyd Youth Worker	12,715
<b>Upper Hunter Community Services Inc</b> Upper Hunter Youth Development Officer	61,126	<b>Hurstville City Council</b> Salary Subsidy – Hurstville Youth Worker	12,715
<b>Upper Hunter Shire Council</b> Upper Hunter Shire Youth Services	120,559	<b>Ku-ring-gai Council</b> Salary Subsidy – Ku-ring-gai Youth Worker	12,715
<b>Upper Hunter Youth Services Inc</b> Muswellbrook Shire Youth Service	120,585	<b>Lane Cove Council</b> Salary Subsidy – Lane Cove Youth Worker	12,715
<b>Upper Mountains Youth Services Inc</b> Upper Mountains Youth Centre	94,940	<b>Leichhardt Municipal Council</b> Salary Subsidy – Leichhardt Youth Worker	12,715
<b>Veritas House Inc</b> Backtracks	55,812	<b>Liverpool City Council</b> Salary Subsidy – Liverpool Youth Worker	12,715
<b>Vietnamese Australian Welfare Association</b> The Hearth	86,167	<b>Manly Council</b> Salary Subsidy – Manly Youth Worker	12,715
<b>Walgett Shire Council</b> Youth Development Officer – Walgett	44,982	<b>Marrickville Council</b> Salary Subsidy – Marrickville Youth Worker	12,715
<b>Warilla Neighbourhood Centre Inc</b> Youth Project – Warilla	34,996	<b>Parramatta City Council</b> Salary Subsidy – Parramatta Youth Worker	12,715
<b>Warren Shire Council</b> Warren Youth Zone	17,785	<b>Penrith City Council</b> Salary Subsidy – Penrith Youth Worker	12,715
<b>Waverley Action for Youth Services (South East Sydney)</b> Bondi Youth Centre Project	140,618	<b>Port Stephens Council</b> Salary Subsidy – Port Stephens Youth Worker	12,715
<b>Wellington Information &amp; Neighbourhood Services Inc</b> WINS Youth Services	140,059	<b>Randwick City Council</b> Salary Subsidy – Randwick Youth Worker	12,715
<b>Werrington Community Project Inc</b> Werrington Youth Development Project	57,838	<b>Shellharbour City Council</b> Salary Subsidy – Shellharbour Youth Worker 1	12,715
<b>Westlakes Youth Action Committee</b> Toronto West Drop In Centre	39,070	Salary Subsidy – Shellharbour Youth Worker 2	12,715
<b>Westway Youth Support Inc</b> Out of Hours Youth Worker	23,283	<b>Sutherland Shire Council</b> Salary Subsidy – Sutherland Youth Worker	12,715
Westway Youth Support	65,127	<b>The Council of the City of Botany Bay</b> Salary Subsidy – Botany Youth Worker	12,715
<b>Wyong Neighbourhood Centre Inc</b> Wyong Youth Services	168,771	<b>The Council of the Shire of Hornsby</b> Salary Subsidy – Hornsby Youth Worker	12,715
<b>Yass Youth Association Inc</b> Beat Street Youth Centre	48,130	<b>Warringah Council</b> Salary Subsidy – Warringah Youth Worker	12,715
<b>Youth Action &amp; Policy Association (Metro West)</b> Western Sydney Regional Youth Development	101,593	<b>Waverley Council</b> Salary Subsidy – Waverley Youth Worker 1	12,715
<b>Youth for Christ Australia Inc Central Coast Region</b> Central Coast Early Intervention Adolescent and Family Counsellor	53,232	<b>Willoughby City Council</b> Salary Subsidy – Willoughby Youth Worker	12,715
<b>YWCA NSW (Metro Central)</b> Big Sister/Big Brother Program	33,685	<b>Wollongong City Council</b> Salary Subsidy – Wollongong Youth Worker 1	12,715
<b>YWCA of Broken Hill Inc</b> Broken Hill Youth Service	16,812	Salary Subsidy – Wollongong Youth Worker 2	12,715
<b>YWCA of Broken Hill Inc</b> Broken Hill Youth Service	16,812	<b>Wyong Shire Council</b> Salary Subsidy – Wyong Youth Worker	12,715
<b>Local Government Salary Subsidies – Youth</b>		<b>Peak, Coordination &amp; Resource Project</b>	
<b>Blacktown City Council</b> Salary Subsidy – Blacktown Youth Worker	12,715	<b>NSW Council of YMCAs (Statewide)</b> State-wide Community Development Officer	55,656
<b>Blue Mountains City Council</b> Local Government Salary Subsidy – Blue Mountains Youth Worker	12,715	<b>Youth Action &amp; Policy Association (Statewide)</b> Core Operations – YAPA	388,003
<b>Campbelltown City Council</b> Youth Development – Campbelltown	25,431	<b>Family &amp; Individual Support</b>	
<b>Canterbury City Council</b> Salary Subsidy – Canterbury Youth Worker	12,715	<b>Family Support Project</b>	
		<b>Anglicare Western NSW</b> Mudgee Anglicare Family Support Service	87,889
		<b>Arab Council Australia Inc</b> Arabic Family Support	18,409
		Family Support Project – Bankstown	168,712
		<b>Armidale Family Support Service Inc</b> Armidale Family Support Service	143,218
		<b>Armidale Youth Refuge Inc</b> Inverell Family & Youth Support Service	142,341

## Community Services Grants Program (cont)

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<b>Aunties &amp; Uncles Co-operative Family Project Ltd (Metro West)</b>			
Family Project – Aunties & Uncles	190,832		
<b>Australian Birthright Movement – Parramatta (Cumberland)</b>			
North West Sydney Lone Parent Family Support Service Rental Cumberland/Prospect	16,009		
<b>Australian Birthright Movement (Metro Central)</b>			
Lone Parent Family Support Service – Sydney	167,409		
Lone Parents Family Support Northern Beaches	27,283		
<b>Australian Turkish &amp; Kurdish Community Services Co-operative Ltd</b>			
Family Support Service – Auburn	37,435		
<b>Ballina-Byron Family Centre Inc</b>			
Ballina Byron Family Support Service	167,314		
Family Support Training – Ballina	2,897		
<b>Barnardos Australia – Auburn</b>			
Barnardos Family Support Program – Special Neighbours	221,267		
Domestic Violence Program – Auburn	75,322		
<b>Barnardos Australia – Penrith Children's Family Centre</b>			
Penrith Family Support Program	213,005		
<b>Bathurst Family Support Service Inc</b>			
Bathurst Family Support	169,969		
<b>Blacktown Alcohol &amp; Other Drugs Family Service Inc</b>			
Blacktown Alcohol & Other Drugs Family Service	68,237		
<b>Blue Mountains Family Support Service Inc</b>			
Blue Mountains Family Support Service	223,475		
<b>Bondi Beach Cottage Inc</b>			
Bondi Beach Cottage Family Support Service	175,086		
<b>Botany Family &amp; Children's Centre Inc</b>			
Botany Family Support Project	131,337		
<b>Burwood Community Welfare Services Inc</b>			
Inner West Family Support Service	163,868		
<b>Cabramatta Community Centre Inc</b>			
Domestic Violence Project – Cabramatta	104,225		
<b>Campbelltown Family Support Service Inc</b>			
Arabic Speaking Family Support Worker	44,849		
Campbelltown Family Support Service	175,203		
Macarthur Aboriginal Family & Youth Support	159,237		
Vulnerable Families 0-3 Worker – Campbelltown	64,909		
<b>Canterbury City Community Centre Inc</b>			
Early Intervention Family Support Service	5,823		
<b>Casino Family Support Service Inc</b>			
Casino Family Support Service	167,489		
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>			
Centacare Family Support Service-Lower North Shore & Northern Beaches	273,944		
Hornsby Counselling & Family Support Service	294,021		
<b>Centacare (Statewide – CSGP)</b>			
Parent Line	1,028,882		
<b>Centacare Catholic Community Services (Metro South West)</b>			
Specialist Family Support Service – Centacare	284,990		
<b>Centacare Catholic Community Services (Metro Central)</b>			
Canterbury and Arabic Family Support	278,677		
Family Support, Family Network	75,771		
Leichhardt Family Support Service	159,838		
<b>Central West Family Support Group Inc</b>			
Central West Family Support Group	107,360		
Murrin Bridge Family Support Riverside Drive Youth Program	119,355		
<b>Cessnock Family Support Service Inc</b>			
Cessnock Family Support Service	185,691		
<b>Church of England Children's Homes</b>			
Summer Hill Family Support Service	34,440		
<b>Community Links Wollondilly Inc</b>			
Community Links Family Support	127,039		
<b>Community Programs Inc</b>			
Family & Youth Support Service	172,335		
<b>Cowra Information &amp; Neighbourhood Centre</b>			
Family Support Service – Cowra	141,124		
<b>Creating Links Co-operative Ltd</b>			
Bankstown Family Support	4,455		
Family Support Service	305,354		
Specialist Family Support Worker – Bankstown	17,225		
<b>Cystic Fibrosis New South Wales</b>			
Family Support Program – North Ryde	187,507		
<b>Dandaloo Gayngil Aboriginal Corporation Inc</b>			
Toomelah Family & Youth Support Service	129,058		
<b>Eastlakes Family Support Service Inc</b>			
Eastlakes Family Support Service	329,222		
<b>Emmanuel Care Centre Inc</b>			
Van-Ploy/Emmanuel Care Centre	4,775		
<b>Eurobodalla Family Support Service Inc</b>			
Eurobodalla Family Support Service	177,091		
<b>Fairfield Parent Support Centre Inc</b>			
Fairfield Parent Support Centre	257,843		
Fairfield Parent Support Centre – Recession Supp	18,146		
<b>Family Development Services Inc</b>			
Learning Difficulties Support Service	31,251		
Mobile Learning Difficulties Support Service	48,455		
<b>Family Services Illawarra Incorporated</b>			
Family Services Illawarra	424,483		
<b>Family Support Centre Inc</b>			
Family Resource Project – Community Outreach Worker	37,432		
Family Services Activity Van	95,315		
Family Services Resource Project	95,922		
<b>Family Support Network Inc</b>			
Creative Early Childhood Project	6,528		
Lismore Family Support Service	134,505		
Transitions Project	14,751		
<b>Family Worker Training &amp; Development Program</b>			
Family Worker Development Program	69,869		
<b>Far South Coast Family Support Service</b>			
Far South Coast Family Support Service	158,006		
<b>Far West Family Services Inc.</b>			
Broken Hill & Districts Family Support Service	73,728		
<b>Financial Counselling Hunter Valley Project Inc</b>			
Financial Counselling – Hunter Valley Project	62,722		
<b>Glen Innes Family &amp; Youth Support Service Inc</b>			
Glen Innes Family & Youth Support Service	101,111		
<b>Gosford City Family Support Service Inc</b>			
Gosford City Family Support Service	311,390		
<b>Goulburn Family Support Service Inc</b>			
Goulburn Family Support Service	182,125		
<b>Grace Cottage Inc</b>			
Family Support Service – Dubbo	87,422		
<b>Granville Multicultural Community Centre Inc</b>			
Granville Family Support Scheme	152,144		

## Community Services Grants Program (cont)

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<b>Gunnedah Family Support Inc</b> Gunnedah Family Support Centre	84,124	<b>Newcastle Family Support Services Inc</b> Family Support Project – Newcastle	433,989
<b>Hawkesbury City Council</b> Forgotten Valley Family Support Service	93,625	<b>Ngadrii Ngalli Way (My Mothers Way) Inc</b> Ngadrii Ngalli Family Support Project	46,109
<b>Hawkesbury Community Outreach Services Inc</b> Colo Wilderness Family Support Service	41,415	<b>Northern Settlement Services Ltd</b> Family Welfare – Hamilton	53,729
<b>Hawkesbury Community Services Inc</b> Hawkesbury Community Family Services	59,673	<b>Nowra Family Support Service Inc</b> Nowra Family Support Service	294,396
<b>HORIZONS Central Coast Family Services Inc</b> Banksia Family Centre Family Support Service – Wyong	71,699 397,873	<b>Orange Family Support Service Inc</b> Orange Family Support Service	100,408
<b>Hunter Aboriginal Children's Services</b> HACS Family Support	72,046	<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b> Family Support Service – Parkes	143,228
<b>Inner West Aboriginal Community Company Ltd</b> Family Support Worker Marrickville/Glebe	65,260	<b>Parramatta Holroyd Family Support Inc</b> Parramatta Holroyd Family Support Service Support Program for Adolescent Parents	232,768 73,079
<b>Institute for Family Advocacy &amp; Leadership Development Association Inc</b> Institute for Family Advocacy & Leadership Development	225,553	<b>Port Stephens Family Support Service Inc</b> Port Stephens Family Support Service	185,040
<b>INTEREACH NSW Inc</b> Deniliquin Family Support Service	124,464	<b>Queanbeyan City Council</b> Family Support Service – Queanbeyan	125,306
<b>Junaya for Families</b> Junaya for Families	414,406	<b>Relationships Australia (NSW) (Metro Central)</b> Groupwork Training & Supervision Project	169,661
<b>Karitane (Metro South West)</b> Parent Support Program	115,308	<b>Relationships Australia (NSW) (Metro West)</b> Growing Together Parents & Kids	66,145
<b>Kempsey Family Support Service Inc</b> Kempsey Family Support Service	139,200	<b>Richmond Community Services Inc</b> Hawkesbury Family Support Service	38,872
<b>Kyogle Family Support Service Inc</b> Kyogle Family Support Service	71,884	<b>Riverwood Community Centre Inc</b> Riverwood Family Support Service	237,849
<b>Learning Links</b> Learning Links Family Support & Counselling Service	84,721	<b>Ryde Family Support Service Inc</b> Ku-ring-gai Family Support Program Ryde Family Support Service	74,076 332,691
<b>Lithgow Family Support Service Inc</b> Lithgow Family Support Service	95,613	<b>Shine for Kids Co-op Ltd</b> Support For Children of Prisoners	94,579
<b>Maitland Family Support Scheme Inc</b> Maitland Family Support Scheme	234,201	<b>Singleton Family Support Scheme Inc</b> Singleton Family Support Service	187,265
<b>Mallee Family Care Inc</b> Wentworth Balranald Family Support Wentworth Balranald Vulnerable Families	85,857 54,996	<b>South Coast Medical Service Aboriginal Corporation</b> Aboriginal Family Support Service – Nowra	66,704
<b>Manly Warringah Women's Resource Centre Ltd</b> Manly Warringah Family Support Service	170,412	<b>South Sydney Youth Services</b> The Shop Women & Children's Centre	224,716
<b>Manning Support Services Inc</b> Family Support Services Manning – Great Lakes – Gloucester	219,026	<b>South West Child Adolescent &amp; Family Services Association Inc</b> Green Valley Family Support Service Specialist Family Support Worker – Liverpool	106,315 71,057
<b>Men &amp; Family Centre Inc</b> The Anti-Violence Project	83,900	<b>St George Backstop Family Support Service Inc</b> Family Support Project – Carlton	274,874
<b>Miimali Aboriginal Community Association Inc</b> Blacktown Aboriginal Youth and Family Support Service	274,109	<b>Sutherland Shire Family Services Inc</b> Sutherland Shire Family Support Service	283,812
<b>Ministry to Solo Parents &amp; Their Families – Parramatta Diocese</b> Solo Parents Centre	136,530	<b>Anglicare (Metro Central)</b> Newtown/Marrickville Family Support	262,621
<b>Mission Australia – Wagga Wagga</b> Albury Family Support Project Cootamundra Community Workers Griffith Family Support Services	185,508 161,914 116,457	<b>Anglicare (Metro South West)</b> Liverpool Family Support Service Liverpool Family Support Work	72,045 128,493
<b>Mission Australia (Metro South West)</b> Miller Family Support Service Special Needs Worker Campbelltown	95,591 30,898	<b>Anglicare (Metro West)</b> St Marys Family Support Work Project	157,790
<b>Mission Australia (Orana Far West)</b> Broken Hill & Districts Family Support Service	73,726	<b>Tamworth Family Support Service</b> Tamworth Family Support Service	194,930
<b>Monaro Family Support Service Inc</b> Monaro Family Support Service	125,726	<b>Teloopa Family Resources Inc</b> Teloopa Family Support Program	269,906
<b>Moree Family Support Inc</b> Moree Family & Adolescent Support Program	164,955	<b>Temora Community Centre Inc</b> Family and Youth Services (FAYS)	59,327
<b>Mudgin-Gal Women's Corporation</b> Mudgin-Gal Aboriginal Corporation Project	88,236	<b>Tenterfield Social Development Committee</b> Tenterfield Family & Youth Support Service	133,411
<b>Muloobinba Aboriginal Corporation</b> Muloobinba Family Support Services	115,370	<b>The Association of Bhanin El-Minie</b> Arabic Family Support Service	63,814
<b>Nambucca Valley Children's Group Inc</b> Nambucca Bellingen Family Support Service	149,954	<b>The Benevolent Society (Metro Central)</b> Benevolent Society's Home Start Program Post Adoption Resource Centre	97,093 407,875
		<b>The Deli Women &amp; Children's Centre Inc</b> The Deli Family Support Service	231,394
		<b>The Factory Community Centre Inc</b> The Factory Family Support Service	52,025
		<b>The Family Centre Inc</b> Tweed Valley Family & Youth Support Service	342,116
		<b>The Infants Home Ashfield</b> Sydney Hope Cottage Family Support Project	98,391

## Community Services Grants Program (cont)

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<b>The Junction Neighbourhood Centre Inc</b>		<b>ERAC Inc</b>	
Family Support Program	129,390	Lifeline Mountains to Murray	8,686
<b>Centacare Catholic Family Services</b>		<b>Gay &amp; Lesbian Counselling Service of NSW</b>	
Blacktown After Hours Family Counselling & Parent Education Strategy	129,160	Gay & Lesbian Counselling Service	71,941
Centacare Blacktown Family Support Service	127,783	<b>Lifeline – Central West Inc</b>	
Penrith Family Support Service	159,321	Lifeline – Central West	5,297
<b>St Vincent de Paul (NSW) – Family Welfare Centre</b>		<b>Redfern Legal Centre</b>	
The Centre Family Support Program	99,830	Financial Counselling Credit & Debit Service	102,387
<b>Uniting Church – Lower Mountains Family Support Service</b>		<b>Sydney Anglican Home Mission Society Council (T/A) Anglicare (Southern)</b>	
Pathfinder	14,858	Shoalhaven Outer Areas Counsellor	32,766
<b>Wesley Mission Health Counselling &amp; Accom</b>		<b>Wesley Mission (South East Sydney)</b>	
Baulkham Hills After Hours Family Counselling & Parent Education Strategy	129,161	Lifeline/Youthline	62,745
Group Work Co-ordinator	32,066	<b>Welfare Rights Centre Ltd</b>	
Hills Family and Group Work	132,059	Welfare Rights Service – Surry Hills	362,763
NESB Family Support Worker	14,968	<b>Women's Activities &amp; Self Help House – The WASH House</b>	
Quakers Hill Family Support Project	143,580	Group Worker/Crisis Counsellor	14,342
<b>The Uniting Church in Australia Property Trust (NSW) – Unifam</b>		<b>Peak, Coordination &amp; Resource Project</b>	
Unifam Adolescent Parent Mediation Service (Options)	217,609	<b>NSW Family Services Inc</b>	
<b>UnitingCare Burnside (Metro South West)</b>		Core Operations – NSW Family Services	406,347
Macarthur Intensive Family Based Service	360,816	<b>The Salvation Army (New South Wales) Property Trust (Statewide)</b>	
Northern Macarthur Family Support Service	128,576	The Salvation Army Special Search Service	128,462
<b>UnitingCare Burnside (Mid North Coast)</b>		<b>Child Protection</b>	
Coffs Harbour Family Support Services	147,444	<b>Child Protection Project</b>	
Hastings Family Support Service	202,382	<b>Buyinbin Aboriginal Corporation</b>	
<b>The Uniting Church in Australia Property Trust (NSW) (Metro South West)</b>		Jubullum Kids Lifestyle Enhancement Project	30,440
Uniting Care Campbelltown Focus on New Families	97,093	<b>Dympna House Inc</b>	
<b>Tweed Shire Women's Service Inc</b>		Dympna House	131,513
60993 Shire Family & Individual Support	74,989	<b>Shared Vision Aboriginal Corporation</b>	
<b>University of Newcastle – The Family Action Centre</b>		Jubullum Kids Lifestyle Enhancement Project	27,125
Caravan Project	309,313	Shared Vision Project's Supervision and Support	3,318
Homestart	88,032	<b>South West Child Adolescent &amp; Family Services Association Inc</b>	
<b>Upper Hunter Community Services Inc</b>		Green Valley Family & Children's Service	61,722
Upper Hunter Family Support Service	145,745	<b>Swinson Cottage Family Centre Inc</b>	
<b>Wagga Wagga Family Support Service Inc</b>		Swinson Cottage Family Centre	164,641
Wagga Wagga Family Support Service	173,222	<b>The Uniting Church in Australia Property Trust (NSW) (Metro South West)</b>	
<b>Walla Mulla Family &amp; Community Support Ltd</b>		The Cottage Family Care Centre	317,716
Special Family Support Project	59,377	<b>The Uniting Church – Jannawi Family Centre (Metro Central)</b>	
<b>Warragamba-Silverdale Neighbourhood Centre Inc</b>		Jannawi Family Centre Child Protection Program	310,146
Family Support Service – Warragamba	61,575	<b>Child Sexual Assault Program</b>	
<b>Waverley Council</b>		<b>Aboriginal Medical Service Co-operative Ltd</b>	
Waverley Family Support Project	33,116	Child Sexual Assault Project – Redfern	122,865
<b>Wee Waa &amp; District H.A.C.C. Association Inc</b>		<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b>	
Namoi Family Support Service	97,079	Child Protection Service – Goulburn	59,652
<b>Westlakes Macquarie Family Support Service Inc</b>		Eurobodalla Child & Adolescent Sexual Assault Service	78,834
Westlakes Macquarie Family Support Service	294,294	<b>Armidale &amp; District Women's Centre Inc</b>	
<b>Wingecarribee Family Support Service</b>		Armidale & District Child Sexual Assault Counselling Service	86,111
Wingecarribee Family Support Service	191,723	<b>Association of Children's Welfare Agencies Inc (Metro Central)</b>	
<b>Young Neighbourhood Centre Inc (Southern)</b>		Child Sexual Assault Project – Sydney	19,709
Young Family Support	34,742	<b>Association of Children's Welfare Agencies Inc (Statewide)</b>	
<b>General Counselling Project</b>		Child Sexual Assault Project – Sydney	59,125
<b>Canterbury Earlwood Caring Association Ltd</b>		<b>Bankstown Women's Health Centre Inc</b>	
Canterbury Community Counselling Service	66,605	Child Sexual Assault Project – Bankstown	73,938
<b>Christian Community Aid Service Inc</b>			
Social Welfare Support Worker – CCAS	44,355		



## Community Services Grants Program (cont)

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<b>Barnardos Australia – Auburn</b>	
Child & Adolescent Sexual Assault Project – Auburn	68,239
<b>Campbelltown Family Support Service Inc</b>	
Families of Sexually Abused Children	7,362
<b>Centacare Catholic Community Services (Metro Central)</b>	
Centacare Child Sexual Assault Counselling Service	75,899
Vietnamese Child Protection Service	84,728
<b>Central West Womens Health Centre Inc</b>	
Child Sexual Assault Service – Bathurst	83,400
<b>Hunter New England Area Health Service</b>	
Taree Child Sexual Assault Unit	77,468
<b>Linden Place Inc</b>	
Child Sexual Assault Counselling Service – Wagga Wagga	84,594
<b>Lismore Neighbourhood Centre Inc</b>	
Centre Against Child Sexual Assault	78,838
<b>North Coast Area Health Service (Mid North Coast)</b>	
Coffs Harbour Child & Adolescent Sexual Assault	155,497
<b>Northern Sydney and Central Coast Area Health Service</b>	
Child Sexual Assault Service Gosford	140,758
<b>Rosebank Child Sexual Abuse Service Inc</b>	
Rosebank Child Sexual Abuse Service	165,412
<b>Rosemount Good Shepherd Youth &amp; Family Services Inc</b>	
Child Sexual Assault Counselling Service – Marrickville	121,299
<b>The Wollongong West Street Centre</b>	
The Wollongong West Street Centre	223,054
<b>Upper Blue Mountains Child Protection Service Inc</b>	
The Gunedoo Centre	311,334
<b>Commonwealth Grant (Child Abuse Prevention Centre)</b>	
<b>Child Abuse Prevention Service (Sydney) Inc</b>	
Child Abuse Prevention Service – Ashfield	162,420
<b>Peak, Coordination &amp; Resource Project</b>	
<b>Protective Behaviours Consultancy Group of NSW Inc</b>	
Protective Behaviours Consultancy Group of NSW	90,750

## Community Solutions

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### Family Violence Integrated Case Management

Canterbury-Bankstown Domestic Violence Team	372,272
Domestic Assault Response Team – Tuggerah	368,906
Domestic Violence Intervention Response Team – Gosford	99,000
Green Valley Domestic Violence Service	281,674
Great Lakes Refuge Police Partnership (Taree)	216,500
Mt Druitt Family Violence Service	850,000
Nowra Domestic Violence Intervention Service	100,000

## Families NSW Program

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<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b>	
Supported Playgroup (Bradfordville) – Goulburn	22,323
<b>Anglicare Western NSW</b>	
Kandos Rylstone Family Worker	56,533
<b>Armidale Family Support Service Inc</b>	
Armidale Supported Playgroup	22,916
Guyra Early Intervention Family Worker Service	34,373
Regional Conference	11,500
Walcha Aboriginal Early Intervention Family Worker Service	34,373
<b>Auburn Migrant Resource Centre</b>	
Early Intervention Family Support Project	85,193
<b>Ballina-Byron Family Centre Inc</b>	
Ballina/Byron Volunteer Home Visiting Service	140,739
Early Years	208,857
Ocean Shores Parenting Centre	65,801

### Baptist Community Services – NSW & ACT (Southern)

Barrack Heights PS Mobile Supported Playgroup	24,516
Mount Warrigal PS Supported Playgroup	24,516
Warilla North PS Mobile Supported Playgroup	24,516

### Barnardos Australia – South Coast

Aboriginal Community Resourcing Service	68,286
Albion Park Rail Aboriginal Mobile Supported Play Group	24,516
Barrack Heights Aboriginal Supported Playgroup	24,516
Bellambi Supported Playgroup	24,516
Berkeley Supported Playgroup	24,516
Koonawarra Public School Aboriginal Mobile Supported Playgroup	24,516
Poppy Playgroup Transport	2,000
Shellharbour/Kiama Volunteer Home Visiting Service	80,803
Special Needs/Mental Illness Supported Playgroup	24,516
Supported Playgroup Policy and Procedure Manual	5,000
Warrawong Supported Playgroup	23,476
West Dapto Supported Playgroup Wollongong LGA	24,516
Wollongong Volunteer Home Visiting Service	82,159

### Barnardos Australia (Metro Central)

Aboriginal Early Years Project – IW	85,000
Aboriginal Early Years Project – SES	22,000

### Barnardos Australia (Western)

Barnardos Gilgandra Family Worker Service	83,330
Barnardos Wellington Family Worker Service	92,494

### Bathurst Family Support Service Inc

Bathurst Family Support	3,500
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### Baulkham Hills Holroyd Parramatta Migrant Resources Centre

Early Intervention Family Support Service	
Holroyd Parramatta	83,417
Families First CALD Perinatal – Cumberland	111,618

### Bega Valley Shire Council

Bega Valley Families First Network	5,000
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### Biripi Aboriginal Corporation Medical Centre (Northern)

Taree Aboriginal Family Worker	53,405
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### Blacktown City Council

Families NSW Community HUB Project	40,970
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### Blacktown Migrant Resource Centre

Early Intervention Family Support	170,382
Families First CALD Perinatal Project – Blacktown Baulkham Hills	111,618

### Bland Shire Council

Community Development Officer – Bland Council	3,500
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### Blue Mountains Family Support Service Inc

Early Intervention Family Support – Upper Mountains	58,672
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### Botany Family & Children's Centre Inc

Randwick/Botany Supported Playgroup Service	173,936
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### Bunjum Aboriginal Co-operative Ltd

Ballina Family Worker (Aboriginal)	68,745
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### Burrn Dalai Aboriginal Corporation Inc (Mid North Coast)

Families NSW Nambucca Young Parent Worker	73,031
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### Burwood Council

Ashfield Burwood Canada Bay & Strathfield Family & Children's Services Interagency	32,013
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### Cabonne Shire Council

Local Government Salary Subsidy – Cabonne Community Worker	1,000
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### Campbelltown Family Support Service Inc

Macarthur Family Worker	266,896
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### Canterbury City Council

Canterbury Family & Children's Services Interagency	32,013
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### Centacare – Bathurst

Family Centre – Portland	82,805
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### Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)

Northern Sydney Family Worker	40,000
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### Centacare – Wollongong (Southern)

Young Parents Group	5,000
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### Centacare Catholic Community Services (Metro South West)

Centacare Mt Pritchard – Fairfield Family Worker	65,801
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### Centacare Managers Inc

Parenting Development Service	74,696
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## Families NSW Program (cont)

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<b>Centacare Wilcannia – Forbes</b>		<b>DET – Central Coast</b>	
Centacare Family Worker Bourke	99,994	Transition to School – Wyoming Public School	38,464
Centacare Forbes West Wyalong Family Worker Service	75,974	<b>DET – Cessnock Public School</b>	
Centacare Narromine Trangie Family Worker	98,172	Cessnock Parenting Program – Playworks	79,624
Central West Aboriginal Family Worker Service	80,203	<b>DET – Cumberland</b>	
Family Centre – Lake Cargelligo	82,805	Families First Transition to School – Cumberland/ Prospect	223,234
<b>Central West Family Support Group Inc</b>		<b>DET – Farmborough Road Public School</b>	
Central West Family Support Group	1,500	Farmborough Road Schools as Community Centres Childcare Resources	3,000
<b>Children First Inc</b>		<b>DET – Glebe Public School</b>	
Families First Early Literacy Project – Blacktown		Parenting Programs Childcare Enhancement	1,600
Baulkham Hills	111,618	<b>DET – Albion Park Rail Public School</b>	
Families First Early Literacy Project – Cumberland	111,618	Albion Park Rail SACC Childcare Resources	3,000
<b>Christian Outreach Centre</b>		<b>DET – Goulburn Public School</b>	
South Grafton Community House	9,425	Southern Tablelands Community Early Learning Development and Support Project	20,600
Strengthening Communities	4,834	<b>DET – Griffith Public School</b>	
<b>Coastwide Child &amp; Family Services Inc</b>		Sprinkles Multicultural Playgroup	20,000
Aboriginal Cultural Development & Activities Stage 2	19,711	<b>DET – Gwabegar Public School</b>	
Supported Playgroups – Gosford	104,125	Gwabegar Supported Playgroup	17,160
<b>Coffs Harbour Aboriginal Family Community Care Centre Inc</b>		<b>DET – Kemblawarra Public School</b>	
Coffs Harbour Aboriginal Family Worker	77,152	Kemblawarra Aboriginal Supported Playgroup	24,457
<b>Communicare Sydney (Metro Central)</b>		<b>DET – Lakemba Public School</b>	
St George Supported Playgroup Service	245,277	Parenting Programs Childcare Enhancement	1,600
<b>Community Links Wollondilly Inc</b>		<b>DET – Marrickville West Public School</b>	
Wollondilly Communities 4 Kids	76,751	Parenting Programs Childcare Enhancement	1,600
<b>Community Programs Inc</b>		<b>DET – Mungindi Central School</b>	
Clarence Valley Mobile Supported Playgroup	27,701	Mungindi Supported Playgroup	17,163
Clarence Valley Volunteer Home Visiting Scheme	94,263	<b>DET – Murwillumbah</b>	
Community Worker – Lower Clarence	47,113	Tweed Toy Library	8,983
Lower Clarence Supported Playgroup – Aboriginal Parenting Educator – (Aboriginal)	33,652	<b>DET – Nowra East Public School</b>	
South Grafton Supported Playgroup	20,623	Nowra East Public School Aboriginal Supported Playgroup	24,516
Strengthening Communities Project	20,777	<b>DET – Punchbowl Public School</b>	
<b>Connect Child and Family Services Inc</b>		Parenting Programs Childcare Enhancement	1,600
Community Hub Project – North Katoomba	26,858	<b>DET – Queanbeyan Public School</b>	
Nepean Area Transition to School	142,536	Queanbeyan SACC Early Learning Support Project	25,000
The Parents and Educators Resource Library Service	4,001	<b>DET – Rivendell School</b>	
<b>Continuing Education Centre (Albury – Wodonga Ltd)</b>		Strengthening Families – Resourcing Parents, Inner West	30,000
Mobile Supported Pilot Playgroup Corowa, Urana & Hume Shires	20,000	<b>DET – Riverina Institute of TAFE</b>	
<b>Cowra Information &amp; Neighbourhood Centre</b>		Supported Playgroups Training & Development Projects	50,000
Family Support Service – Cowra	1,000	<b>DET – Roselea Primary School</b>	
<b>Creating Links Co-operative Ltd</b>		Early Language Development in Schools	50,000
Bankstown Family Support Service Family Worker	259,409	<b>DET – Sanctuary Point Public School</b>	
<b>Cringila Community Co-operative</b>		Aboriginal Community Homework Centre Program	5,788
Cringila Supported Playgroup	23,476	<b>DET – TAFE NSW Riverina Institute</b>	
<b>Department of Ageing, Disability &amp; Home Care</b>		Koorringal Mobile Literacy Mentoring Project	35,000
Regional Disability Development Officer	77,791	<b>DET – TAFE NSW Western Institute</b>	
<b>DET – Access &amp; Equity (Early Childhood Unit)</b>		Orientation to Families NSW	18,000
Pacific Communities	137,000	Supported Playgroups Training & Development Projects	50,000
Transition To School	201,900	<b>DET – Tingha Public School</b>	
<b>DET – Anna Bay Public School</b>		Tingha Aboriginal Supported Playgroup	30,386
Port Stephens Parenting Program	79,624	<b>DET+D325 – Western (Orana Far West)</b>	
<b>DET – Berinba Public School</b>		Early Childhood Education Strategy – Orana Far West	185,800
Yass Transition To School Project	6,000	Goodooga Parents As Teachers Program	38,701
<b>DET – Boggabilla Central School</b>		Ivanhoe Parents As Teachers	38,701
Boggabilla Supported Playgroup	24,882	<b>DET – Alexandria Park Community School</b>	
<b>DET – Brungle Public School</b>		Early Literacy Adendum	135,000
Brungle Burri Supported Playgroup	20,000		
<b>DET – Buronga Public School</b>			
Buronga Gol Gol Supported Playgroup	20,000		



## Families NSW Program (cont)

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<b>DET – Banksia Road Primary School</b> Bankstown Community For Kids	115,000	<b>Gunnedah Family Support Inc</b> Bellybuttons FF – Infrastructure Gunnedah Outreach Early Intervention Family Worker	16,000 2,500 57,196
<b>DET – West Pennant Hills Public School</b> Northern Sydney Transition to School	123,960	<b>Gwydir Shire Council</b> Gwydir Shire Early Intervention Family Worker	50,781
<b>Department of Housing – Western Region</b> Building Grants Project Riverina/Murray Families First Network Project Officer	37,377 118,000	<b>Hawkesbury City Council</b> Community Hub Project – Hawkesbury Hawkesbury (Early Intervention) Family Worker	113,630 123,563
<b>Durri Aboriginal Corporation Medical Service</b> Kempsey Shire Aboriginal Family Workers	100,918	<b>Holroyd/Parramatta Mobile Minders Inc</b> Families First Childcare Service Project – Cumberland Families First Childcare Service Project – Cumberland	45,000 10,000
<b>Early Education (EARLYED) Inc</b> Families First Early Childhood Intervention Mobile Playgroup	93,197	<b>Home-Start National Inc (Macarthur)</b> Volunteer Home Visiting – Wingecarribee	93,257
<b>Early Education (EARLYED) Inc (Metro Central)</b> Supporting Families with Additional Needs	85,000	<b>Home-Start National Inc (Northern)</b> Forster/Tuncurry/Taree Home-Start Macleay Home Start Volunteer Home Visiting Scheme	106,048 79,422
<b>Eurobodalla Family Support Service Inc</b> Batemans Bay Supported Playgroup Eurobodalla Court Carers	20,000 40,000	<b>Home-Start National Inc (Southern)</b> Volunteer Home Visiting – Southern Tablelands	52,552
<b>Fairfield City Council</b> Families First Facilitation Project: Bankstown Families First Facilitation Project: Fairfield Families First Facilitation Project: Liverpool Families First Supported Playgroup – Fairfield/Liverpool	53,354 53,354 53,354 292,739	<b>Home-Start National Inc (Western)</b> Central West Volunteer Home Visiting Service (VHVS) VHVS – Gundagai – Tumut – Tumbarumba VHVS – Hay, Carrathool, Murrumbidgee Shires Home-Start (Mudgee/Rylston)	206,235 98,224 93,904 94,455
<b>Fairfield Parent Support Centre Inc</b> Fairfield Parent Support Family Worker	65,801	<b>Home-Start Western Area Inc</b> VHVS – Bogan, Cobar, Warren	92,546
<b>Family InSight Inc</b> Aboriginal Volunteer Home Visiting Service Cessnock Volunteer Home Visiting Services Evaluation Muswellbrook Volunteer Home Visiting Service Raymond Terrace Volunteer Home Visiting Services Volunteer Home Visiting Service – Maitland & Singleton Volunteer Home Visiting Services Rural & Remote West Lake Macquarie Volunteer Home Visiting Service	88,178 111,001 36,371 114,549 111,001 112,116 102,329 111,001	<b>Hunter New England Area Health</b> Armida Aboriginal Mothers & Babies Program Paediatric Physiotherapy Program	67,810 89,635
<b>Family Services Illawarra Incorporated</b> Early Support Family Worker Hours	53,183	<b>Hunter New England Health Service (Hunter)</b> Rocky Project Young Parent Support Worker – Maitland & Port Stephens LGA	20,000 78,454
<b>Family Support Network Inc</b> Community Worker – South Lismore Lismore Volunteer Home Visiting Scheme Nimbin Parenting Centre	36,470 160,660 56,810	<b>Illawarra Aboriginal Corporation</b> Noogaleek Aboriginal Transition to School	18,000
<b>Family Worker Training &amp; Development Program</b> Families First Cumberland/Prospect Learning & Development Project Nepean Families First Learning & Development	122,582 100,456	<b>Illawarra Aboriginal Medical Service Aboriginal Corporation</b> Home Safety Kits Wollongong Aboriginal Family Worker	2,745 66,970
<b>Far West Family Services Inc.</b> Broken Hill & Menindee Family Worker Service	42,388	<b>Illawarra Area Child Care Ltd</b> Challenging Behaviour Project	17,233
<b>Glen Innes Severn Council</b> Glen Innes Aboriginal Supported Playgroup Glen Innes Outreach Supported Playgroup Gum Tree Glen & HNEAH FF Infrastructure	30,386 26,677 2,500	<b>Illawarra Children's Services Ltd (Southern)</b> Children With Special Needs Supported Playgroup Illawarra Transition To School Illawarra Transition to School – Shellharbour Shoalhaven Transition to School Project	24,516 50,228 25,717 17,500
<b>Good Beginnings Australia Ltd (Metro Central)</b> Ryde Community Hub Project	20,000	<b>Illawarra Multicultural Services Inc</b> African Refugee/Multicultural Supported Playgroup Childcare Brokerage – Illawarra Macedonian Mobile Supported Playgroup Multicultural Mobile Supported Playgroup Spanish Supported Playgroup	24,516 6,000 23,476 23,476 24,516
<b>Good Beginnings Australia Ltd (Western)</b> Good Beginnings Volunteer Family Support Program	86,377	<b>Imlay Special Needs Group Inc</b> Bega Valley Aboriginal Family Support Worker	42,000
<b>Gosford City Family Support Service Inc</b> Early Intervention Family Worker Early Intervention Family Worker Disabilities Parenting Group Program	66,970 76,751 53,354	<b>Inner West Aboriginal Community Company Ltd</b> Engaging Aboriginal & Torres Strait Islander Families Inner West Aboriginal & Torres Strait Islander Supported Playgroups	33,376 2,557
<b>Goulburn Family Support Service Inc</b> Southern Tablelands Families NSW Network	5,000	<b>INTEREACH NSW Inc</b> VHVS – Culcairn, Holbrook, Lockhart & Urana VHVS – Berrigan, Corowa, Jerilderie	98,224 98,224
<b>Great Lakes Community Resources Inc</b> Homebase Supported Playgroup	47,024	<b>Inverell Disability Services Inc</b> New England Scan	1,800
<b>Great Lakes Gloucester Child/Family Services Inc</b> Gloucester Mobile Supported Playgroup	40,983	<b>Jumbunna Community Pre-School &amp; Early Intervention Centre Inc</b> Casino Supported Playgroup	24,629
<b>Greater Southern Area Health Service (Southern Highlands)</b> Family Ties Volunteer Home Visiting Service	39,429	<b>Karitane (Metro South West)</b> Bankstown Linking Families VHVS Fairfield Linking Families VHVS Liverpool Linking Families VHVS	192,102 192,102 192,102
<b>Gunnedah Family &amp; Children's Service Inc</b> Gunnedah Supported Playgroup	30,386	<b>Kempsey Family Support Service Inc</b> Kempsey Macleay Family and Group Work Project	94,791
		<b>Koorana Child &amp; Family Centre Inc (Inner West)</b> Families First Supported Playgroup – Bankstown/Canterbury	292,739

## Families NSW Program (cont)

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<b>KU Children's Services (Hunter/Central Coast)</b> Inner Newcastle – Supported Playgroup	110,011	<b>Nambucca Valley Children's Group Inc</b> Nambucca Bellingen Families First Services	155,898
<b>KU Children's Services (Metro Central)</b> Inner West Play & Chat Supported Playgroups Northern Sydney Supported Playgroup Speech Pathology Outreach Pilot Project	286,437 51,500 15,000	<b>Nambucca Valley Community Services Council</b> Nambucca Bellingen Volunteer Home Visiting Service	93,138
<b>Kyogle Family Support Service Inc</b> Community Worker (Parenting)	43,382	<b>Narrabri &amp; District Community Aid Service Inc</b> Families First – Learning & Development Network Narrabri FFIG Infrastructure Narrabri Outreach Early Intervention Family Worker Narrabri Supported Playgroup Watch Your Child Grow	13,431 2,500 76,971 22,896 3,249
<b>Life Resources Centre Inc</b> QTY Families First Network REACH	5,000 13,070	<b>Newcastle Family Support Services Inc</b> Family Worker – Newcastle Local Government Area	82,865
<b>Lithgow Information &amp; Neighbourhood Centre Inc</b> Central West Supported Playgroup Service Lithgow Information & Neighbourhood Centre	170,735 2,000	<b>Noah's Ark Centre of Shoalhaven Inc</b> Managing Children Program Behaviour Network Co-ordination	51,808
<b>Liverpool Migrant Resource Centre Inc</b> Cultural Connect	159,644	<b>North Coast Area Health Service (Far North Coast)</b> Aboriginal Family Worker – Clarence Family Support Worker – Goori Family Worker – Aboriginal Fathers – Tweed	72,654 73,885 23,898
<b>Macarthur Community Forum Inc</b> Families First Facilitation Project: Macarthur	88,354	<b>North Coast Area Health Service (Mid North Coast)</b> Families First Young Parent Worker Project – Kempsey	70,257
<b>Mackillop Rural Community Services</b> Engaging Lightning Ridge Community in Parenting	45,000	<b>Northern Settlement Services Ltd</b> CALD Family Worker	87,822
<b>Manning Support Services Inc</b> Manning, Great Lakes, Gloucester Family and Group Work Programs Hunter Park Family Centre	135,431 72,182	<b>Northern Sydney Central Coast Area Health Service</b> Early Communication Development Training in Children's Service's	47,000
<b>Marayong House Neighbourhood Centre Inc</b> Families First Childcare Brokerage Service	60,000	<b>Nowra Family Support Service Inc</b> Ulladulla Early Support Family Worker	44,647
<b>Marrickville Council</b> Joint Orientation and Learning & Development Project Marrickville Family & Children's Services Interagency	20,000 42,013	<b>Oasis Pre-Employment Network (OPEN) Inc</b> – T/A Campbell Page Bega Valley Volunteer Home Visiting Service Cooma-Monaro Volunteer Home Visiting Service Eurobodalla Families First Network Eurobodalla Volunteer Home Visiting Service Queanbeyan, Tallaganda & Yarrowlumlumla VHVS	51,344 51,028 5,000 51,344 83,713
<b>Marrickville Youth Resource Centre Inc</b> Inner West Aboriginal Professional Development & Capacity Building Project	15,000	<b>Orange Community Resource Organisation Inc</b> Central West Supporting Children Starting School	40,000
<b>Mid Richmond Neighbourhood Centre Inc</b> Box Ridge Supported Playgroup Evans Head Supported Playgroup	17,186 29,587	<b>Orange Family Support Service Inc</b> Orange Family Support Service	2,000
<b>Migrant Link Australia</b> Newsletter Printing Costs Northern Sydney Practice Forum	10,920 10,000	<b>Parkes &amp; District Neighbourhood &amp; Community Information Centre Inc</b> Parkes Neighbourhood Centre Tottenham, Trundle & Tullamore Supported Playgroups	1,000 21,802
<b>Miimali Aboriginal Community Association Inc</b> Aboriginal Families First Liaison Officer Project	97,389	<b>Parramatta City Council</b> Holroyd Parramatta Aboriginal Family Support Service	93,197
<b>Mindaribba Local Aboriginal Land Council</b> Aboriginal Family Worker Service – Mid Hunter	78,688	<b>Pilliga &amp; District Community Link Committee Inc.</b> Pilliga Supported Playgroup	22,882
<b>Mission Australia (Metro West)</b> FNSW Mt Druitt Community Hubs Informal Parent Discussion Group – Penrith/Hawkesbury St Marys Community Hub Project Young Parents Network	100,000 94,133 113,630 61,980	<b>Playgroup Association of NSW Inc</b> Sutherland Supported Playgroup	20,000
<b>Mission Australia (Orana Far West)</b> Broken Hill & Menindee Family Worker Service	42,389	<b>Queanbeyan City Council</b> Aboriginal & Torres Strait Islander Playschool	25,936
<b>Monaro Early Intervention Service Inc</b> Rural Outreach Monaro Playgroups Service	22,200	<b>Relationships Australia (NSW) (Metro Central)</b> Fathers Tool Kit Local Parenting Program Co-ordination Pilot Project Ryde Hunters Hill CALD Parenting Support Project	47,460 21,500 104,798
<b>Monaro Family Support Service Inc</b> Cooma-Monaro Families First Network Koori After School Homework (KASH) Mum and Dad Group	5,000 14,650 10,000	<b>Save The Children (Riverina/Murray)</b> Leeton Indigenous Supported Playgroup Riverina Murray FF Supported Playgroups	40,000 170,000
<b>Moree Family Support Inc</b> Moree Family Links Project Moree FFIG Infrastructure	75,998 3,000	<b>Save the Children Australia</b> Inner City Mobile Playbus	195,000
<b>Mountains Outreach Community Service Inc</b> Community Hub Project – Mid Blue Mountains Parenting Young	86,772 41,320	<b>SDN Children's Services (Metro Central)</b> Inner/Eastern Sydney Child and Family Interagency Northern Sydney Early Literacy Project	15,000 140,000

## Families NSW Program (cont)

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### SDN Children's Services (Metro West)

Early Childhood Intervention Mobile Playgroup – Parramatta	131,252
PLAYLINKS	25,810

### Seaboard Community Neighbourhood Services Inc

Mobile Resource Playgroup	48,283
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### Shannon House Special Services Centre Inc

Southern Slopes Yass Families First Network	2,500
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### Shellharbour City Council

Community Transport Brokerage	15,538
Grandparents Picnic – Shellharbour	3,000

### Shoalhaven City Council

NAIDOC Shoalhaven	1,500
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### South Coast Medical Service Aboriginal Corporation

Jerinja Aboriginal Supported Playgroup	24,063
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### South East Neighbourhood Centre

Botany Bay Community Hub	20,000
Botany Bay Family Worker	20,000

### South Eastern Sydney and Illawarra Area Health

Communication Strategy for Parents & Carers	33,978
Father's Link Project – Stage 2	28,000
Speech Pathology Early Intervention Project	15,000
Strengths Based Practice in Children's Services	57,000

### South Inverell Residents Association

FF – FFIG – Infrastructure	2,500
South Inverell Supported Playgroup	22,916

### South Sydney Youth Services

La Perouse Supported Activities Program	60,528
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### SPYNS Inc

Aboriginal and Torres Strait Islander Early Intervention Family Worker	56,815
Community Hub Project – Penrith	113,630

### St George Advocates for Children Inc

St George/Sutherland Child & Family Interagency Addendum Project	20,000
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### Sutherland Shire Family Services Inc

St George/Sutherland Aboriginal Family Worker	20,000
Sutherland Family Worker	20,000

### Anglicare (Metro Central)

Glebe Family Worker	58,171
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### Anglicare (Metro South West)

Anglicare Liverpool Family Worker Service	259,409
Anglicare Migrant Service Fairfield Family Worker	65,801

### Anglicare (Metro West)

Early Intervention Family Worker Service	122,647
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### Sydney Anglican Home Mission Society

#### Council (T/A) Anglicare (Southern)

Bay & Basin Mobile Supported Playgroup	
Shoalhaven LGA	24,516
Bomaderry Mobile Supported Playgroup	
Shoalhaven LGA	24,516
FNSW Network Resources	5,000
Illawarra Child and Family Network Facilitation	32,013
Shoalhaven Volunteer Home Visiting Service	66,970
Sussex Inlet Mobile Supported Playgroup	24,516

### Sydney West Area Health Service

Family Support Service Daruk A.M.S.	83,713
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### Tamworth Family Support Service

Quirindi Supported Playgroup	22,916
Southern FFIG Infrastructure	2,500
Southern Outreach Early Intervention Family Worker	76,971
Tamworth Supported Playgroup	34,373

### Temora Pre-School Kindergarten Inc

Temora and Surrounds Pilot Supported Playgroup	20,000
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### Tenterfield Social Development Committee

Tenterfield Aboriginal Family Links Project	26,063
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### The Benevolent Society

Camden Communities 4 Kids Project	76,751
Campbelltown Communities 4 Kids	126,090
First Five Years Program Macarthur	610,905

### The Benevolent Society (Hunter/Central Coast)

Learning and Development Project	30,000
Networks of Practice Central Coast	96,038

### The Benevolent Society (Metro Central)

Aboriginal Early Years Project	85,000
Inner West Volunteer Home Visiting Learning & Development	255,215
Practice Forum	80,000
South East Sydney Parenting Co-ordination Project	10,000
Woolloomooloo Community Connector Project	100,000
	33,321

### The Council of the Shire of Hornsby

Aboriginal Community Facilitator	10,330
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### The Family Centre Inc

Early Family Worker	78,738
Murwillumbah Community Worker – Parenting	40,382
Tweed Coast Supported Playgroup	65,801
Tweed Valley Volunteer Home Visiting Scheme	140,739

### The Neighbourhood House – Bayldon Boambee

Bonville Sawtell Toormina Inc	
Home-Start Coffs Harbour	80,235

### The Northcott Society

Family Resource Links	157,477
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### Uniting Church – Lower Mountains Family Support Service

Early Intervention Family Support – Lower Mountains	56,998
Informal Parent Discussion Group – Blue Mountains	42,681

### Wesley Mission Health Counselling & Accom

Community HUBS	160,005
Families First North West Sector Community Hub	149,392
Families NSW Marayong Doonside Hub	80,000
Riverstone Aboriginal Family Service Project	92,970

### UnitingCare Burnside (Hunter/CC)

New Steps Home Visiting Service	343,725
Supported Playgroups – Wyong	104,125

### UnitingCare Burnside (Metro South West)

Burnside – Cabramatta/Fairfield Family Worker	65,801
Villawood/Chester Hill Communities For Kids	97,389

### UnitingCare Burnside (Mid North Coast)

Coffs Harbour Families First Programs	168,651
Hastings Family Learning Together Project	73,596
Hastings Family Worker	102,432
Hastings Fathers Support Project	30,005

### The Uniting Church in Australia Property Trust (NSW) – Wesley Mission & Wesley Dalmar

Family Worker Service West Lake Macquarie	79,624
Rural Family Worker (Dungog LGA)	64,970

### The Uniting Church – Jannawi Family Centre (Metro Central)

Inner West Family Worker (Bilingual) Service	99,495
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### TRI Community Exchange

Service Network Project – Nepean Area	86,441
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### Trustees Roman Catholic Church Diocese of Lismore

Hastings Family Links	13,831
Hastings Homestart	106,048

### University of Newcastle – The Family Action Centre

Volunteer Home Visiting Service – Newcastle & Lake Macquarie	99,531
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### Upper Hunter Community Services Inc

Aboriginal Family Worker – Upper Hunter	78,688
Hunter Park Family Centre	72,182

### Wagga Wagga City Council

Families NSW Conference	20,000
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### Warlga Ngurra

Aboriginal Family Worker Service – Port Stephens	78,688
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### Western Sydney Community Forum Inc

Service Network Project	120,000
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### Wollongong City Council

Grandparents Picnic	3,000
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### Yerin Aboriginal Health Services

Aboriginal Mothers & Babies Worker	36,164
ATSI Early Intervention Worker	72,562

### Young Neighbourhood Centre Inc (Southern)

Parent Education & Support Network	53,594
Southern Slopes Families First Network	2,500
Southern Slopes Volunteer Home Visiting Service	51,917

### Young Pre-School Kindergarten Inc

Mobile Early Childhood Service Southern Slopes	21,929
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### YWCA – NSW (Northern)

Kids 4 L.I.F.E.	50,863
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## Out-of-Home Care

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### After Care

<b>Centacare – Newcastle</b>	
After Care Service – Centacare OOHC	112,119
<b>Centacare Catholic Community Services (Metro Central)</b>	
ALIVE Program	268,958
<b>Uniting Care Burnside (Metro South West)</b>	
ACE Program	360,217
<b>UnitingCare Burnside (Southern)</b>	
ACE Southern	326,061

### Contracted Residential Services

<b>Aboriginal Children's Service Ltd</b>	
Aboriginal Children's Services	92,669

### General Community Based Services

<b>Aboriginal Child, Family &amp; Community Care State Secretariat (NSW) Inc</b>	
Aboriginal Child, Family & Community Care State Secretariat	311,051
Aboriginal Foster Carer Support Service	169,033
Aboriginal Services Training and Development Project	136,165
OOHC Accreditation Capacity Building Project	130,018

<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b>	
Adolescent Program – Goulburn	175,587
Temporary Family Care – Goulburn	86,279

<b>ANGLICARE – Canberra &amp; Goulburn Inc (Western)</b>	
Anglicare South West – Temporary Foster Care Program	232,656
Central West High Intensity – Crisis Services	854,094
Wagga Adolescent Community Placement Service	571,897

<b>Association of Children's Welfare Agencies Inc (Statewide)</b>	
ACWA OOHC Development Project	124,606
Centre for Community Welfare Training	597,500

<b>Baptist Community Services – NSW &amp; ACT (Hunter/Central Coast)</b>	
Pathways	278,977

<b>Barnardos Australia</b>	
Barnardos Find a Family Project	6,598,992
Barnardos Temporary Care Program	1,860,869
Campsie Adolescent Services	350,138

<b>Barnardos Australia (Metro Central)</b>	
Kingston House	386,000

<b>Biripi Aboriginal Corporation Medical Centre (Northern)</b>	
Great Lakes/Manning Aboriginal Children's Service – Foster Care	242,347
Great Lakes/Manning Aboriginal Children's Service – Foster Care	122,778

<b>Biripi Aboriginal Corporation Medical Centre (Statewide)</b>	
Great Lakes/Manning Centre Aboriginal Children's Centre	377,023

<b>Boys' Town Engadine</b>	
Dunlea Living Area	304,029
Fleming Living Area	307,279
Power Living Area	306,586

<b>Burrin Dalai Aboriginal Corporation Inc</b>	
Burrin Dalai Out of Home Care and Family Support Service	237,209

<b>Burrin Dalai Aboriginal Corporation Inc (Mid North Coast)</b>	
Burrin Dalai Out of Home Care & Family Support	122,778
Burrin Dalai Out of Home Care and Family Support Service	244,180

<b>Centacare – Catholic Family Services Diocese of Broken Bay (Hunter/Central Coast)</b>	
Adolescent Foster Care	215,435

<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>	
Sherbrook Residential Care Program	570,384

<b>Centacare – Newcastle</b>	
Adoption Support – Newcastle	46,174
Centacare Newcastle Foster Care	576,845

<b>Centacare – Wollongong (Metro South West)</b>	
Access Service – Macarthur	88,114
Family Resource Service	280,033
South West Sydney Contact Service	88,114

<b>Centacare – Wollongong (Southern)</b>	
Long Term Family Placement Program	282,220

<b>Centacare Catholic Community Services (Metro South West)</b>	
Community Placement Program	269,474
Fairfield/Liverpool TFC	272,167

<b>Centacare Catholic Community Services (Metro Central)</b>	
Centacare Adoption Program	377,373
Centacare Foster Care	379,277
Centacare Pre Adoption Program	72,183
Centacare Professional Support Service	111,929
Centacare Sibling Placement Program	275,563
Temporary Family Care Leichhardt	225,218

<b>Central West Family Support Group Inc</b>	
Aboriginal Out of Home Care Support	122,778

<b>Hunter Aboriginal Children's Services</b>	
Hunter Foster Care	122,778
Hunter Foster Care	239,869

<b>Hunter Aboriginal Children's Services – (F&amp;CPU)</b>	
HACS Capacity Building Project	352,633

<b>International Social Service (Aust) NSW Office (FACP)</b>	
Inter Country Family Separation Support Project	191,287

<b>KARI Aboriginal Resources Inc</b>	
Kari Care & Support Service	127,793
Kari Care & Support Service – 1	61,389
Kari Care & Support Service – 2	122,779
Kari Care & Support Service – 3	58,691

<b>KARI Aboriginal Resources Inc (F&amp;CP)</b>	
KARI OOHC Project	1,244,625

<b>Karitane (Family &amp; Community Programs)</b>	
State-Wide Peer Support and Network Services for DoCS Carers	589,000

<b>Link-Up (NSW) Aboriginal Corporation (F&amp;CP)</b>	
Link-Up Family Services Aboriginal Metro West OOHC	536,078

<b>Link-Up (NSW) Aboriginal Corporation (Metro West)</b>	
Family-Link Worker	122,778

<b>Live N Learn Foundation</b>	
Miller Live N Learn Campus	269,164

<b>Lutanda Children's Services</b>	
Group Home – Castle Hill	122,552
Macarthur District Temporary Family Care Inc General Scheme	250,316

<b>Mallee Family Care Inc</b>	
Wentworth Balranald Foster Care	229,101



## Out-of-Home Care (cont)

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<b>Marist Youth Care Ltd (Metro West)</b>	
Egan	311,171
Minahan	389,086
Quinlan	400,832
<b>Ngunya Jarjum Aboriginal Child and Family Network Inc (F&amp;CPU)</b>	
OOHC Service Capacity Building Initiative	84,610
<b>NSW Committee on Adoption and Permanent Care Inc (Cumberland)</b>	
Be My Family Project	13,212
<b>South Coast Medical Service Aboriginal Corporation</b>	
Shoalhaven Aboriginal Out of Home Service	346,195
<b>Southern Youth and Family Services Association Inc</b>	
Out of Home Service – SYFSA – Illawarra	760,383
<b>St Joseph's Youth Service</b>	
Tweed Heads Family Visitation Service	230,252
<b>Stretch-A-Family Inc</b>	
Substitute Care On Track	532,176
<b>Anglicare (Metro Central)</b>	
Lisgar Youth Support	322,284
<b>Anglicare (Metro West)</b>	
Adoption Service – Telopea	326,910
Foster Care – Telopea	828,346
Paul Street Adolescent Program	574,855
<b>Sydney West Area Health Service (F&amp;CP)</b>	
New Street Adolescent Service	254,918
<b>The Burdekin Assoc Inc</b>	
Birkley Cottage Substitute Care Project	262,077
<b>The Foster Parent Support Network Inc</b>	
Foster Parent Support Network Program	135,319
<b>Wesley Mission Health Counselling &amp; Accom (IW)</b>	
Wesley Dalmar – Gateway	668,155
<b>Wesley Mission Health Counselling &amp; Accom</b>	
Foster Care – Castle Hill	512,664
Foster Care – Penrith	634,965
<b>The Uniting Church in Australia Property Trust (NSW) – UnitingCare Burnside (Metro Central)</b>	
Foster Care Program	341,516
Gordon	563,702
Minnamurra	456,140
<b>UnitingCare Burnside (Metro South West)</b>	
Byrnes	547,607
<b>UnitingCare Burnside (Metro West)</b>	
Dunkeld – Family & Youth Support	494,451
Education Program W.S.	168,761
Family Work Program – North Parramatta	521,911
Foster Care Program – Burnside	502,718
Professional Support Services – Burnside	400,647
<b>UnitingCare Burnside (Mid North Coast)</b>	
Coffs Harbour Foster Care Program	1,489,867
<b>Trustees of the Christian Brothers – operating as Edmund Rice Community Services</b>	
Eddy's Place	389,844
<b>Wandiyali ATSI Inc</b>	
Hunter Aboriginal OOHC	73,957
Hunter Aboriginal OOHC	122,778
<b>Youth Off The Streets Ltd</b>	
New Pathways	1,518,089
Southern Highlands Residential Treatment Programs	836,730
<b>High Needs Kids Placements</b>	
<b>Allambi Youth Services Inc</b>	
BIDDABA	5,014,344
<b>Centacare – Catholic Family Services Diocese of Broken Bay (OOHC)</b>	
Centacare Children and Adolescent Residential Services	3,752,849
<b>Life Without Barriers</b>	
Children & Young Persons Placement Service	17,531,688
<b>Lifestyle Solutions (Aust) Ltd</b>	
Lifestyle Placements for Youth	3,912,020

<b>Marist Youth Care Ltd (Statewide)</b>	
The Compass Services (Intensive Residential Care)	7,152,546
<b>Intensive Out-of-Home Care Services</b>	
<b>Southern Youth and Family Services Association Inc</b>	
Intensive Out of Home Services – Wollongong	164,676
<b>UnitingCare Burnside – Dubbo</b>	
Adolescent Crisis/Short Term	279,159
<b>Post Contract Services</b>	
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b>	
Adolescent Community Placement Service	1,325,805
<b>Biripi Aboriginal Corporation Medical Centre (Northern)</b>	
Marungbai Leaving Care & After Care Service	254,559
<b>Caretakers Inc</b>	
Intensive Out of Home Service – Bondi	603,909
<b>CASPA – Child &amp; Adolescent Specialist Programs &amp; Accommodation</b>	
Adolescent Service (North Coast)	511,571
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>	
Sherbrook Intensive Support Service	301,969
<b>Centacare Catholic Community Services (Metro Central)</b>	
Alive Leaving Care Services	238,098
<b>CREATE Foundation Inc</b>	
Create Foundation	422,904
<b>Foster Care Association (NSW) Inc</b>	
Peer Support & Information Service (2)	343,184
<b>Marist Youth Care Ltd (Metro West)</b>	
Marist Intensive Support Service	1,221,953
<b>Ngunya Jarjum Aboriginal Child and Family Network Inc</b>	
Ngunya Jarjum Aboriginal Child & Family Network	238,695
Ngunya Jarjum Aboriginal Child & Family Network	122,778
<b>Relationships Australia (NSW) (Hunter/Central Coast)</b>	
After Care Resource Centre (ARC) – Central	183,923
<b>Relationships Australia (NSW) (Metro West)</b>	
After Care Project – Metro West Region	362,462
<b>Relationships Australia (NSW) (Statewide)</b>	
After Care Resource Centre – Support Service	122,219
<b>St Joseph's Cowper Inc</b>	
Adolescent Service (St Joseph's)	532,176
<b>UnitingCare Burnside – Dubbo</b>	
Intensive Support Community Placement – Orana	571,897
<b>United Protestant Association – Far North Coast</b>	
Youth Care UPA	153,679

## Reduce Violence Against Women

\$

### Staying Home Leaving Violence

NSW Housing Homelessness Unit	152,000
Bega Women's Refuge	150,000

### VAW Local Domestic Violence Committee Grants

*All recipients received \$600*

Ballina Domestic Violence Liaison Committee  
Bankstown Domestic Violence Liaison Committee  
Bathurst Domestic Violence Liaison Group  
Bega Valley Domestic Violence and Sexual Assault Committee  
Blue Mountains Preventing Violence Committee  
Broken Hill Local Domestic Violence Committee  
Byron Shire Committee Against Domestic Violence  
Camden Wolondilly Domestic Violence Committee  
Central Coast Domestic Violence Committee  
Cessnock Anti Violence Network  
Cobar Violence Against Women & Children Collective  
Coffs Harbour and Bellingen Domestic Violence Committee  
Condobolin Domestic Violence Committee  
Coonabarabran Domestic Violence Collective

## Reduce Violence Against Women (cont)

Coonamble Domestic Violence Committee  
 Cowra Domestic Violence Committee  
 Crookwell Women's Health and Safety Committee  
 Deniliquin Domestic Violence Liaison Committee  
 Domestic Violence Committee Coalition  
 Dubbo Violence Against Women & Children Collective  
 Eastern Suburbs Domestic Violence Network  
 Eastlakes Domestic Violence Committee  
 Eurobodalla Domestic and Family Violence Committee  
 Fairfield Domestic Violence Committee  
 Forbes Domestic Violence Committee  
 Forster Neighbourhood Centre's set up  
 Domestic Violence Monitoring Committee  
 Gilgandra Domestic Violence Committee  
 Glen Innes Domestic Violence Liaison Committee  
 Gloucester Domestic Violence Monitoring Committee  
 Goulburn Domestic Violence Committee  
 Grafton Domestic Violence Committee  
 Greater Metro DV Action Group  
 Grenfell Domestic Violence Sub-Committee  
 Griffith Local Domestic Violence Committee  
 Gunnedah Local DV Committee  
 Hawkesbury Action Network Against Domestic Violence  
 Hills Domestic Violence Prevention Committee  
 Hornsby Ku Ring Gai Domestic Violence Network Committee  
 Illawarra Committee Against Domestic Violence  
 Inner City Domestic Violence Action Group  
 Inner West Domestic Violence Liaison Committee  
 Inverell Domestic Violence Awareness Committee  
 Kempsey Domestic Violence Monitoring Committee  
 Kiama – Shellharbour Domestic Violence Committee  
 Kyogle Interagency Against Domestic Violence  
 Lake Cargelligo/Murrin Bridge Domestic Violence Committee  
 Lismore Domestic Violence Liaison Committee  
 Lithgow Domestic Violence Liaison Committee  
 Liverpool Domestic Violence Liaison Committee  
 Lower Clarence Domestic Violence Liaison Committee  
 Lower North Shore Domestic Violence Committee  
 Macarthur Domestic Violence Committee  
 Maitland Local DV Committee  
 Manning Valley Domestic Violence Monitoring Committee  
 Marrickville/Leichhardt Domestic Violence Committee  
 Mid-Western People Against Violence Committee  
 Monaro Domestic Violence Committee  
 Nambucca Valley Family Violence Action Group  
 Narromine Domestic Violence Collective  
 NESB DV Network  
 Newcastle Domestic Violence Committee  
 Nimbin Domestic Violence Committee  
 Northern Beaches Local Domestic Violence Committee  
 Nowra Domestic Violence Committee  
 Nyngan Local Domestic Violence Collective  
 Orange Domestic Violence Action Group Inc.  
 Outer West Domestic Violence Network  
 Parkes Domestic Violence Committee  
 Parramatta Holroyd Domestic Violence Committee  
 Port Macquarie Hastings Domestic Violence Committee  
 Port Stephens Domestic Violence Committee  
 Queanbeyan Domestic Violence Interagency  
 Richmond Valley Family Violence Liaison Committee  
 Rural Anti-Violence Network (RAVNET)  
 Ryde Hunters Hill Domestic Violence Committee  
 Singleton Domestic Violence Committee  
 Southern Highlands Domestic Violence Committee  
 Sussex Inlet Domestic Violence Committee  
 Sutherland Shire Local Domestic Violence Committee

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Tamworth Local Domestic Violence Committee  
 Tenterfield Domestic Violence Liaison Committee  
 The Nepean Domestic Violence Network  
 Tweed Valley Committee Against Domestic Violence  
 Ulladulla Domestic Violence Committee  
 Wagga Wagga Local Domestic Violence Liaison Committee  
 Waratah and Toronto DV Liaison Committee  
 Warren Domestic Violence Committee  
 Wodonga Integrated Response to Family Violence Committee  
 Yass Domestic Violence Committee  
 Young Domestic and Family Violence Committee

## Redfern Waterloo Partnership

<b>Barnardos Australia (Metro Central)</b>	
Redfern Waterloo Intensive Family Support Service	581,124
<b>Centacare Catholic Community Services (Metro Central)</b>	
Redfern Waterloo Family Support Counselling for CALD Families	70,000
<b>Mudgin-Gal Women's Corporation</b>	
Redfern Waterloo In-Home Support for Aboriginal Families	70,000

## Supported Accommodation Assistance Program

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### Case Management

<b>Bungree Aboriginal Association Inc</b>	
Aboriginal Adolescent & Family Liaison Project	83,028
Aboriginal Youth & Family Supported Accommodation Assistance Project	157,861
<b>Samaritans Foundation (Hunter/Central Coast)</b>	
Samaritans Youth Services – Samaritans Outreach Team	388,353

### Domestic Violence – Rural & Remote

<b>Central Tablelands Housing Association Inc</b>	
Operation Courage	119,294
<b>Linking Women with Safety Across the Communities Inc</b>	
Linking Women With Safety Across the Communities	158,085
<b>NSW Women's Refuge Movement Working Party Inc (Western)</b>	
Orana Far West Safe Houses Project	615,000

### Ex-HPAP Projects

<b>Mission Australia (Metro Central)</b>	
Campbell House – Mission Australia Centre	1,154,631
Supported Accommodation Program – Single Men	582,700
<b>The Salvation Army Australia Eastern Territory Social Work (Metro Central)</b>	
Foster House CHOP	855,653
Foster House Crisis	1,737,234
<b>Trustees of the Society of St Vincent de Paul (NSW) – Matthew Talbot Hostel</b>	
Matthew Talbot Hostel – Woolloomooloo	3,752,108
<b>Wesley Mission (South East Sydney)</b>	
Edward Eagar Lodge	1,683,711

### General Support and Supported Accommodation

<b>Aboriginal Corporation for Homeless &amp; Rehabilitation Community Services</b>	
Ngura Hostel	383,883
<b>Adele Dundas Inc</b>	
Adele House	183,516



## Supported Accommodation Assistance Program (cont)

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<b>Albury Supported Accommodation Service Inc</b> Albury Supported Accommodation Service	178,540	<b>Mission Australia (Metro South West)</b> Sydney City Mission – Liverpool Centre	335,855
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b> Eurobodalla SAAP Service Goulburn Emergency Accommodation	301,432 260,964	<b>Mission Australia (Metro West)</b> Men's Accommodations and Referral Support Service Mission Australia Brokerage Project (Cumberland)	164,698 169,961
<b>Anglicare North Coast Incorporated</b> Clarence Accommodation Support Service	108,836	<b>Monaro Crisis Accommodation Service Inc</b> Monaro Crisis Accommodation Service	232,435
<b>Ballina &amp; District Community Services Assoc Inc</b> Helping Hands Indigenous Housing Support Housing Support Service	73,820 182,922	<b>Nambucca Valley Neighbourhood Centre Inc</b> Crisis Accommodation Brokerage Service	68,856
<b>Barnardos Australia – Auburn</b> Family Temporary Accommodation	171,793	<b>Namoi House Inc</b> Walgett Domestic Violence Service Walgett SAAP Service	184,758 453,486
<b>Barnardos Australia – Penrith Children's Family Centre</b> Penrith Family Accommodation & Support	87,954	<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Homeless Persons Support Team	176,797
<b>Bathurst Emergency Accommodation Place Inc</b> Bathurst Emergency Accommodation Bathurst Shelter	193,081 10,586	<b>Narrabri Family Crisis Centre Inc</b> The Cottage	213,622
<b>Bourke Proclaimed Place</b> Dunbi Place	247,966	<b>NSW Women's Refuge Movement Resource Centre (F&amp;CP)</b> Women's Refuges Working Party	166,783
<b>Boystown</b> San Miguel Family Centre	424,040	<b>On Track Community Programs Inc</b> Tweed Crisis Accommodation & Support Service	101,021
<b>Brewarrina Drug &amp; Alcohol Committee</b> Bulgun Place	523,387	<b>Orana Accommodation &amp; Support Services Committee Inc</b> Sturt House	310,906
<b>Byamee Proclaimed Place Inc</b> Byamee Homeless Persons Support Team	316,201	<b>Orange Community Accommodation Service Inc</b> Orange Community Accommodation Service	291,048
<b>Byron Emergency Accommodation Project Inc</b> Byron Emergency Accommodation Project Byron Housing Support Project	205,128 65,078	<b>Parramatta Mission (Metro West)</b> Hope Community Cottage Hope Hostel Meals Plus Supervised After Hours Emergency Accommodation	155,629 835,723 121,245 113,025
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b> Housing Advocacy & Support	249,270	<b>Queanbeyan City Council</b> Queanbeyan Family Accommodation & Support Service	51,577
<b>Central Coast Emergency Accommodation Services Ltd</b> Coimba Men's Refuge Gosford Emergency Accommodation Services CAP/SAAP Intoxicated Persons Project	598,186 12,405 94,182	<b>Samaritans Foundation (Northern)</b> Taree & Foster Brokerage & Housing Support	67,110
<b>Churches of Christ Community Care/Carework (NSW) – Cumberland</b> Pendle Hill Crisis Centre	108,914	<b>Shared Vision Aboriginal Corporation</b> Helping Hand – Crisis Accommodation Brokerage Service	73,821
<b>City of Sydney Council</b> Homeless Persons Information Centre	231,088	<b>South East Women and Children's Services Inc</b> Bega Eden Indigenous Outreach Project	79,884
<b>City Women's Hostel Inc</b> City Women's Hostel	554,137	<b>Tamworth Homeless Men's Support Group Inc</b> Homeless Mens Support Centre	132,875
<b>Community Housing Mid North Coast Inc</b> Coffs Harbour Accommodation Brokerage & Housing Support Service	95,684	<b>The Gender Centre</b> The Gender Centre	274,559
<b>CRC Accommodation Services</b> CRC Group Homes	387,139	<b>The Salvation Army (NSW) Property Trust (Hunter/Central Coast)</b> Newcastle Community Housing The Anchor	96,066 270,866
<b>Dubbo Emergency Accommodation Project Inc</b> Dubbo Emergency Accommodation Project	320,332	<b>The Salvation Army (NSW) Property Trust (Metro West)</b> Blue Mountains Recovery Service Centres Katoomba Homeless Men's Project	248,336 17,714
<b>Glebe House</b> Glebe House	132,705	<b>The Salvation Army Australia Eastern Territory Social Work (Metro Central)</b> Knudsen Place Samaritan House	704,109 281,126
<b>Haymarket Foundation Ltd</b> Albion Street Lodge	1,117,837	<b>The Salvation Army Australia Eastern Territory Social Work (Western)</b> Griffith Shelter Leeton Crisis Centre	75,346 101,361
<b>Homelessness NSW</b> NSW & ACT Association of Homeless Person Services	279,627	<b>The Station Ltd</b> The Station	285,246
<b>Judge Rainbow Memorial Fund Inc</b> Rainbow Lodge – Glebe	49,263	<b>Trustees of the Society of St Vincent de Paul (NSW) (Hunter)</b> The Matthew Talbot Centre	140,478
<b>Kempsey Neighbourhood Centre Inc</b> Kempsey & Hastings Brokerage & Housing Support	67,110	<b>Trustees of the Society of St Vincent de Paul (NSW) – Albury</b> Quamby House Men's Hostel	326,598
<b>Mission Australia (Hunter)</b> Newcastle Adult Accommodation Support Service	535,271	<b>Trustees of the Society of St Vincent de Paul (NSW) – Broken Hill</b> Bishop Fox Memorial Hostel	18,248
<b>Mission Australia (Metro Central)</b> A Woman's Place Fairlight Centre Missionbeat Rawson Centre	1,121,411 403,970 614,838 375,238		

## Supported Accommodation Assistance Program (cont)

**Trustees of the Society of St Vincent de Paul (NSW) – Deniliquin**

St Vincent de Paul Homelessness Services 285,667

**Trustees of the Society of St Vincent de Paul (NSW) – Matthew Talbot Hostel**

Multihouse Scheme Concord 70,672

**Trustees of the Society of St Vincent de Paul (NSW) – Vincentian Village**

Vincentian Village – St Vincent de Paul 268,543

**Trustees of the Society of St Vincent de Paul (NSW) – Wagga Wagga**

Edel Quinn Shelter 304,129

**Trustees of the Society of St Vincent de Paul (NSW) – Wollongong Diocesan Council**

St Vincent de Paul House 671,166

**Trustees of the Society of St Vincent de Paul (NSW) (Cumberland)**

The Cardinal Freeman Centre – St Vincent de Paul Society 420,906

**Trustees of the Society of St Vincent de Paul (NSW) (Macarthur)**

Macarthur Ozanam Centre, Family Service &amp; Men's Service 789,928

**Trustees of the Society of St Vincent de Paul (NSW) (Mid North Coast)**

McCosker House 228,388

**Trustees of the Society of St Vincent de Paul (NSW) (New England)**

Freeman House 248,741

**Trustees of the Society of St Vincent de Paul (NSW) (Southern Highlands)**

Goulburn St Vincent de Paul Men's Shelter 202,804

**Trustees of the Society of St Vincent de Paul (NSW) (SWS)**

St Jude's Refuge &amp; Outreach Service 293,919

**Wesley Mission & Newcastle City Mission (Hunter)**

McKenzie Centre 102,705

**Wesley Mission Health Counselling & Accom**

Wesley Dalmar – Short Term Units 116,210

**Wesley Mission (Metro South West)**

The Noreen Towers Community 265,719

**Trustees of the Roman Catholic Church for the Archdiocese of Canberra & Goulburn**

St Benedicts Community Day Centre 65,595

St Benedicts Crisis Accommodation Service 92,843

**Upper Hunter Community Services Inc**

Upper Hunter Crisis Accommodation Service 86,156

**Wentworth Area Community Housing Ltd**

Housing Resource Worker 69,687

**Wollongong Emergency Family Housing Inc**

Wollongong Emergency Family Housing 239,060

**Young Crisis Accommodation Centre**

Young Crisis Accommodation Centre 150,598

**Innovation and Investment Fund****Anglicare North Coast Incorporated**

Enhancement of Far North Coast Accommodation &amp; Brokerage Services 3 50,000

**Ballina & District Community Services Assoc Inc**

Enhancement of Far North Coast Accommodation &amp; Brokerage Services 2 50,000

Helping Hands Indigenous Housing Support 50,000

**Central Coast SAAP Network Inc**

Central Coast SAAP Post Crisis Support Project 50,000

**Hastings Women & Children's Refuge**

Mid North Coast Outreach Support Project 65,000

**Macleay Youth Accommodation Service Inc**

Youth Service Reconfiguration – Macleay Youth Accommodation Service 50,000

**NSW Women's Refuge Movement Resource Centre (F&CP)**

Back Office Bulk Purchasing Support Service (Statewide) 43,000

**On Track Community Programs Inc**

Enhancement of Far North Coast Accommodation &amp; Brokerage Services 1 50,000

**Peaks****NSW Women's Refuge Movement Resource Centre (F&CP)**

NSW Women's Refuge Movement Resource Centre 127,367

**Residual Services****AIDS Council of NSW**

ACON Housing Project 93,620

**Kamira Farm**

Kamira Farm 16,080

**Women's Emergency Services****Albury Wodonga Community Network Inc**

Betty's Place 526,033

**Armidale & District Women's Centre Inc**

Armidale &amp; District Women's Centre 46,734

**Blue Gum Inc**

Blue Gum 136,043

**Bonnie Women's Refuge Ltd**

Bonnie Women's Refuge 856,559

Mimosa House 242,751

Violetta's Place – SAAP/CAP 13,415

**Carrie's Place Women's & Children's Services Inc**

Carrie's Place 546,682

**Cawarra Women's Refuge Aboriginal Corporation**

Cawarra Women's Refuge 246,900

**Central Coast Emergency Accommodation Services Ltd**

Kara Women's Refuge 105,562

**Central Darling Shire Council**

Wilcannia Women's Safe House 184,758

**Clarence River Women's Refuge & Outreach Services Inc**

Clarence River Women's Refuge 474,464

**Corner House Women's Refuge Pty Ltd**

Corner House Women's Refuge 252,220

**Creating Links Co-operative Ltd**

Kidstart 172,637

**Detour House**

Detour House 167,922

## Supported Accommodation Assistance Program (cont)

		\$	
<b>Eastlakes Womens &amp; Children's Refuge Inc</b>			
Eastlakes Womens & Children's Refuge	250,548		
<b>Edith Edwards Women Centre Inc</b>			
Bourke Women's Refuge – Edith Edwards Women's Centre	184,758		
<b>Erin's Place Inc</b>			
Erin's Place	351,208		
<b>Essie Women's Refuge Inc</b>			
Essie Women's Refuge	554,232		
<b>Eva's Project Inc</b>			
Eva's Project	198,727		
<b>Gunnedah Family Support Inc</b>			
Gunnedah & District Women's Crisis Agency	77,198		
<b>Guthrie House Co-operative Ltd</b>			
Guthrie House	90,963		
<b>Hastings Women &amp; Children's Refuge</b>			
Hastings Women & Children's Refuge	346,757		
<b>Hawkesbury Women &amp; Children's DV Crisis Accommodation Service</b>			
Arrunga	113,025		
<b>Immigrant Women's Speakout Association of NSW Inc (Metro West)</b>			
Domestic Violence NESB Project	236,342		
<b>Inverell Refuge Centre</b>			
Inverell Refuge Centre	379,328		
<b>Jenny's Place Inc</b>			
Jenny's Place	495,887		
<b>Jessie Street Domestic Violence Service Inc</b>			
Jessie Street Domestic Violence Service	515,186		
<b>Joan Harrison Support Services for Women Inc</b>			
Joan Harrison Support Services for Women	456,574		
<b>Killara Women's Refuge Inc</b>			
Killara Women's Refuge	350,390		
<b>Kulkuna Cottage Women's Refuge Ltd</b>			
Kulkuna Cottage Women's Refuge	508,116		
<b>Lithgow Community Projects Inc</b>			
Lithgow Women & Children's Crisis Centre	201,963		
<b>Manly Warringah Women's Resource Centre Ltd</b>			
Bringa Women's Refuge	663,977		
<b>Manning District Emergency Accommodation Inc</b>			
Lyn's Place	438,514		
<b>Marcia Women's Refuge Inc</b>			
Marcia Women's Refuge	521,709		
<b>Marrickville Women's Refuge Ltd</b>			
Jean's Place	615,651		
<b>Molonglo Women's &amp; Children's Services</b>			
Louisa Women's Refuge	492,240		
<b>Moree Women's Refuge – Ngala House Inc</b>			
Moree Women's Refuge – Ngala House	455,994		
<b>Moruya Women's Refuge Inc</b>			
Moruya Women's Refuge	414,375		
<b>Muslim Women's Association</b>			
Bankstown Women & Children DV Accommodation Service	340,520		
Muslim Women's Support Centre	544,705		
<b>Muswellbrook Women &amp; Children's Refuge Ltd</b>			
Nydia's Place	393,147		
<b>Northern Rivers Women and Children's Services Inc</b>			
Bugalma Bihyn	417,499		
Lismore Women's & Children's Refuge	519,140		
<b>NSW Women's Refuge Movement Working Party Inc (Central Coast)</b>			
Woy Woy Women and Children Services	439,864		
<b>NSW Women's Refuge Movement Working Party Inc (Metro Central)</b>			
Delvena Women's Refuge	515,139		
Dolores Single Women's Refuge	518,243		
Elsie Women's Refuge	687,810		
<b>NSW Women's Refuge Movement Working Party Inc (Mid North Coast)</b>			
Kempsey Women's Refuge	399,200		
<b>NSW Women's Refuge Movement Working Party Inc (Nepean)</b>			
Wimlah Women & Children's Refuge	482,133		
<b>NSW Women's Refuge Movement Working Party Inc (Western)</b>			
Bathurst Women and Children's Refuge	188,272		
Forbes Women's Refuge	298,561		
Wagga Wagga Women & Childrens Service	419,574		
<b>Ourgunya Women's Incorporation</b>			
Brewarrina Women's Safe House	184,758		
<b>Pam's Place Crisis Accommodation Resource &amp; Referral Service Inc</b>			
Pam's Place Crisis Accommodation Resource & Referral Service	528,421		
<b>Parramatta Mission (Metro West)</b>			
Thelma Brown Cottage	149,225		
<b>Penrith Women's Refuge Inc</b>			
Penrith Women's Refuge	435,965		
Penrith Women's Refuge	23,080		
<b>Richmond Fellowship of New South Wales</b>			
Charmian Clift Cottages	379,227		
<b>Shoalhaven Women's Resource Group Ltd</b>			
Rosa Refuge	424,444		
<b>South East Women and Children's Services Inc</b>			
Bega Women's Refuge	322,147		
<b>St Michael's Family Centre Ltd</b>			
Casework Families – St Michaels Family Centre	71,117		
<b>Tamworth Family Support Service</b>			
TFSS Women and Children's Refuge	505,094		
<b>Tanderra Women &amp; Children's Refuge</b>			
Tanderra Women & Children's Refuge	468,829		
<b>The Salvation Army (NSW) Property Trust (Hunter/Central Coast)</b>			
Faith Cottage – Salvation Army Women's & Children's Refuge	383,426		
<b>The Salvation Army Australia Eastern Territory Social Work (Metro Central)</b>			
Orana Women and Children's Services	345,484		
<b>The Salvation Army Australia Eastern Territory Social Work (Western)</b>			
Catherine Haven Women's Shelter	333,615		
<b>The Trustees of the Society of St Vincent de Paul (NSW) (Inner West)</b>			
Claffy House	447,044		
Marian Centre	1,596,087		
<b>The Trustees of the Society of St Vincent de Paul (NSW) – Arncliffe</b>			
Marian Villa Women's Refuge	415,631		
<b>The Trustees of the Society of St Vincent de Paul (NSW) – Burwood</b>			
St Louise Lodge	494,257		
<b>The Trustees of the Society of St Vincent de Paul (NSW) – Jannali</b>			
Amelie House Women's Refuge	520,747		
<b>Trustees of the Society of St Vincent de Paul (NSW) (Macarthur)</b>			
Metro South West Brokerage	129,916		
Southern Highlands Brokerage	113,025		
<b>Toukley Women's Refuge Inc</b>			
Elandra Women & Children's Refuge	532,579		
<b>Tumut &amp; District Women's Support &amp; Housing Centre</b>			
Tumut & District Women's Support & Housing Centre	170,193		
<b>Tweed Shire Women's Service Inc</b>			
Tweed Shire Women's Service	469,174		
<b>Warilla Women's Refuge Ltd</b>			
Warilla Women's Refuge	385,248		
<b>Warlga Ngurra</b>			
Warlga Ngurra Women's & Children's Refuge	389,010		
<b>Warrina Women's &amp; Children's Refuge Co-operative Society Ltd</b>			
Warrina Women's Refuge	492,896		

## Supported Accommodation Assistance Program (cont)

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<b>Wollongong Women's Refuge</b> Wollongong Women's Refuge	516,516
<b>Women &amp; Girls' Emergency Centre Inc</b> Women & Girls' Emergency Centre	335,162
<b>Women's Housing Company</b> Women's Housing Company	167,528
<b>Women's Shelter Armidale Inc</b> Women's Shelter Armidale	434,922
<b>Yacaaba Centre Information and Counselling Service Port Stephens Inc</b> Women's Information & Counselling Service	142,155
<b>Yawarra Meamei Women's Group Inc</b> Lightning Ridge Women's Safe House	184,758
<b>Women's Housing Program</b>	
<b>Alice's Cottages Inc</b> Alice's Cottages Women's Housing Scheme	343,985
<b>Armidale Women's Housing Group Inc</b> Armidale Women's Housing Scheme	204,473
<b>Auburn Migrant Resource Centre</b> SAAP/CAP Innovative Initiative – Auburn Migrant Resource Centre	23,400
<b>B Miles Women's Housing Scheme Inc</b> B Miles Women's Housing Scheme	306,407
<b>Bathurst Women's Housing Programme Inc</b> Bathurst Women's Medium Term Housing	238,018
<b>City Women's Hostel Inc</b> B Miles Women's Housing Scheme	102,135
<b>Drug &amp; Alcohol Women's Network Inc</b> DAWN Women's Network Housing Scheme	265,974
<b>Dubbo Women's Housing Programme Inc</b> Dubbo Women's Housing Programme	163,524
<b>Innari Housing Inc</b> Innari Housing	258,856
<b>Katakudu Women's Housing Inc</b> Katakudu Women's Housing	228,299
<b>Mission Australia (Metro Central)</b> Women in Supported Housing	208,509
<b>Molonglo Women's &amp; Children's Services</b> Gunya Women's Housing Scheme	167,642
<b>Murrane Women's Housing Inc</b> Murrane Women's Housing	69,242
<b>NESH Women's Housing Scheme Inc</b> NESH Women's Housing Scheme	307,880
<b>Nowra Women's Housing Scheme Inc</b> Nowra Women's Housing Scheme	162,619
<b>Penrith Women's Refuge Inc</b> PWR Transitional Housing Project	250,776
<b>Sisters Housing Enterprise Inc</b> Sisters Housing Enterprise	219,601
<b>South East Women and Children's Services Inc</b> Bega Medium Term Project	214,490
<b>South West Women's Housing Inc</b> South West Women's Housing Scheme	257,269
<b>St George Women's Housing Inc</b> St George Women's Housing Scheme	205,183
<b>Stepping Out Housing Programme Inc</b> Stepping Out Women's Housing Scheme	388,112

<b>Wentworth Area Community Housing Ltd</b> Womens Accommodation & Information Service	88,051
<b>Wirraway Aboriginal Women's Housing Scheme Inc</b> Wirraway Aboriginal Women's Housing Scheme	211,809
<b>Wollongong Women's Housing Inc</b> Wollongong Women's Housing Scheme	209,633
<b>Women Up North Housing Inc</b> Women Up North Women's Housing Scheme	205,223
<b>Women's Housing Association Hunter Region Inc</b> Lower Hunter Women's Housing	158,493
<b>Youth Social Justice Strategy</b>	
<b>Ballina &amp; District Community Services Assoc Inc</b> Ballina Youth Service	69,583
<b>Broken Hill Youth Accommodation &amp; Support Service Inc</b> Broken Hill Youth Accommodation & Support Service	82,651
<b>Casino Neighbourhood Centre Inc</b> Northern Region Young Women's Accommodation Service	156,786
<b>Community Housing Mid North Coast Inc</b> Youth Housing Support Mid North Coast	86,428
<b>Community Programs Inc</b> Youth Housing Services	183,641
<b>Dubbo Neighbourhood Centre Incorporated</b> Dubbo Outreach Youth Counsellor	129,309
<b>Gilgandra Shire Council</b> Gilgandra Adolescent Support Project	82,280
<b>Great Lakes Community Resources Inc</b> Youth Accommodation Support Worker – Forster	85,665
<b>Holroyd Youth Service Inc</b> Youth Housing Worker – Merrylands	65,403
<b>Jetty Bunker Youth Service Inc</b> Jetty Bunker Youth Service	451,460
<b>Lotus House Indo Chinese Young Women's Refuge Inc</b> Lotus House	444,731
<b>Maari Ma Health Aboriginal Corporation</b> Wilcannia Youth Accommodation & Support	124,377
<b>Marist Youth Care Ltd (Metro West)</b> McGovern House	73,889
<b>Murdi Paaki Regional Enterprise Corp Ltd</b> Gulargambone Youth Service	77,944
<b>Orange Community Accommodation Service Inc</b> Ngaamina Guunji	65,849
<b>Parramatta Mission (Metro West)</b> Koompartoo Youth Program	135,108
<b>Rosemount Good Shepherd Youth &amp; Family Services Inc</b> Rosemount Day Survival Program	59,853
<b>Samaritans Foundation (Hunter/Central Coast)</b> Youth Information & Referral Service – Newcastle & Lake Macquarie	71,874
<b>Shire Wide Youth Service Inc</b> Eastern Area Service for Youth (EASY)	236,409
<b>Shoalhaven Youth Accommodation Co Ltd</b> Aboriginal Outreach Worker – Nowra	66,654
<b>Anglicare (Metro West)</b> Street Outreach Case Manager	57,507
<b>The Fact Tree Youth Service</b> The Factory Youth Centre	78,224



## Supported Accommodation Assistance Program (cont)

\$

<b>UnitingCare Burnside – Dubbo</b>			
Doorways	104,685		
<b>UnitingCare Burnside (Metro South West)</b>			
The Drum Information Centre	180,871		
<b>Youth Supported Accommodation</b>			
<b>Albury Wodonga Youth Emergency Services Ltd</b>			
Broughton House – Del	400,899		
YES Supported Accommodation Services	75,864		
<b>Allambi Youth Services Inc (Hunter)</b>			
Allambi House	319,993		
<b>ANGLICARE – Canberra &amp; Goulburn (Southern)</b>			
Queanbeyan Youth Refuge (Crisis)	408,901		
Warooga Youth Refuge	263,538		
<b>Armidale Youth Refuge Inc</b>			
Armidale & District Youth Support Services	386,866		
Tenterfield, Inverell, Glen Innes Youth Services	160,444		
<b>Awabakal Newcastle Aboriginal Co-operative Ltd</b>			
Awabakal Crisis Accommodation Project SAAP/CAP	40,014		
<b>Baptist Community Services – NSW &amp; ACT (Metro Central)</b>			
Leith House	329,912		
<b>Barnardos Australia – Auburn</b>			
Barnardos Youth Housing Project	96,124		
<b>Barnardos Australia (Metro Central)</b>			
Hohnen House	348,587		
<b>Blue Mountains Youth Accommodation and Support Service Inc</b>			
Open House Youth Accommodation Service	543,150		
<b>Brewarrina Shire Council</b>			
Brewarrina Youth Accommodation Service	80,896		
<b>Byron Youth House Inc</b>			
Byron Bay Youth House	364,530		
<b>Cabramatta Community Centre Inc</b>			
Getting It Together Scheme (GITS) – Cabramatta	136,897		
Our House – Housing Support Worker	123,555		
<b>Canterbury Youth Services</b>			
Canterbury Youth Services	89,477		
<b>CareSouth</b>			
Short Term Accommodation Service	358,948		
<b>Caretakers Inc</b>			
Caretakers Cottage	733,509		
Options Youth Housing	109,021		
<b>Centacare – Catholic Family Services Diocese of Broken Bay (Metro Central)</b>			
Young Persons Community Care Program	136,477		
<b>Centacare – Newcastle</b>			
Centacare Adolescent Accommodation Support Project	255,230		
Hunter Youth Crisis and Supported Accommodation Project	491,227		
Links to Independence	314,872		
<b>Centacare Catholic Community Services (Metro South West)</b>			
Centacare Crisis Accommodation Program	511,193		
Young Women's Supported Accommodation Program	697,147		
<b>Centacare Wilcannia – Forbes</b>			
Centacare Youth Support Service	73,760		
<b>Central Coast Emergency Accommodation Services Ltd</b>			
Maya Cottage	299,140		
Rumbalara Youth Refuge	295,603		
Wyong Outreach	112,142		
<b>Churches of Christ Community Care/Careworks (NSW) – South East Sydney</b>			
Jacaranda Cottage	89,028		
<b>Community Connections North Coast Inc</b>			
Community Connections	610,625		
<b>Detour House</b>			
Young People's Refuge	448,111		
<b>Eastern Access Community Health Inc</b>			
Glen Innes Supported Youth Accommodation	6,624		
<b>Eastern Suburbs Community Youth Association Ltd</b>			
Bondi Youth Accommodation	165,420		
<b>Eastlakes Family Support Service Inc</b>			
Detached Housing Support Worker – Adolescent	37,358		
<b>Emerge Youth and Family Services Inc</b>			
Emerge Youth and Family Services	403,590		
<b>Erskineville Youth Housing Inc</b>			
Erskineville Youth Housing	274,075		
<b>Fairfield Youth Accommodation Service</b>			
Fairfield Youth Accommodation Service	232,201		
<b>Fusion (Australia) (Metro West)</b>			
Fusion Accommodation & Support Services	461,154		
<b>Goulburn Youth Projects Inc</b>			
Warooga Youth Refuge	87,846		
<b>Greenacre Church of Christ</b>			
Nick Kearns House	467,186		
<b>Hunter Valley Aboriginal Corporation</b>			
Aboriginal Young People's SAAP Project	19,761		
<b>Illawarra Youth Housing Ltd</b>			
Illawarra Youth Housing – Long Term Service	189,807		
Tree House	338,283		
Youth Outreach Worker	69,928		
<b>Katoomba Youth Refuge Inc</b>			
Blue Mountains Youth Housing Development Project	62,105		
Katoomba Youth Refuge	413,355		
<b>Lighthouse Community Care Ltd</b>			
My/Place Youth House	77,233		
<b>Lillian Howell Project Inc</b>			
Lillians	401,620		
<b>Lithgow Community Projects Inc</b>			
Lithgow Youth Worx	196,128		
<b>Liverpool Youth Accommodation Assistance Company</b>			
Liverpool Youth Accommodation Assistance	309,628		
<b>Liverpool Youth Refuge Inc</b>			
Liverpool Youth Refuge	516,164		
<b>Macleay Youth Accommodation Service Inc</b>			
Macleay Youth Accommodation Service	354,995		
<b>Maitland Youth Crisis Service Inc</b>			
Maitland Youth Crisis Centre	150,143		
<b>Marist Youth Care Ltd (Metro West)</b>			
Case Management Resource Worker	98,367		
Hebersham Aboriginal Youth Service (HAYS)	395,543		
Marcellin Cottage	92,395		
Marist Support and Accommodation (Western Sydney)	1,244,855		
Nepean Youth Brokerage Service	132,527		
The Annexe	97,003		
Transition to Independence Program SAAP/CAP	3,335		
<b>Medley Community</b>			
Medley Community	346,874		
<b>Ministry to Solo Parents &amp; Their Families – Parramatta Diocese</b>			
Catherine Villa	321,704		
<b>Mission Australia – Orange</b>			
Orange Youth Accommodation Support Service	132,365		
<b>Mission Australia – Wagga Wagga</b>			
Mission Australia Youth Services	401,326		
Youth Assistance Program	133,427		
<b>Mission Australia (Metro Central)</b>			
"The Crossing" Youth Crisis Centre	520,163		
Clifton Adolescent & Family Solutions	397,072		
<b>Mission Australia (Metro South West)</b>			
Harold Lodge	181,308		
Macarthur Supported Living Program	140,592		
<b>Mission Australia (Metro West)</b>			
Lemongrove Lodge	226,223		
<b>Moree Family Support Inc</b>			
Moree Family Support Youth Homelessness Project	126,129		
<b>Murdi Paaki Regional Enterprise Corp Ltd</b>			
Coonamble Youth & Community Services Centre	129,209		

## Supported Accommodation Assistance Program (cont)

\$

<b>Narrabri &amp; District Community Aid Service Inc</b> Narrabri Youth Accommodation Team	127,598	<b>St George Youth Services Inc</b> Help at Hand – Sutherland St George Homeless Persons Brokerage Project	135,501
<b>Nepean Youth Accommodation Services Inc</b> Nepean Youth Accommodation Services	540,574	<b>St Joseph's Youth Service</b> Futcher House	372,405
<b>Newcastle Youth Accommodation Services Ltd</b> Clarendene House	389,796	<b>St Laurence House Inc</b> St Laurence House	266,586
Parkway	154,772	<b>Stretch-A-Family Inc</b> Stretch-A-Family	349,988
The Embassy	224,746	Stretch-A-Family – Medium Term Hostel	353,594
Youth Housing Resource Office	95,384	<b>Anglicare (Metro West)</b> Early Intervention – Carramar Cottage	70,861
<b>Oasis Pre-Employment Network (OPEN) Inc – T/A Campbell Page</b> Moruya Youth Refuge	360,111	<b>Taldumande Youth Services Inc</b> Taldumande Youth Service	655,380
<b>Parramatta Mission (Metro South West)</b> Live N Learn	36,000	<b>Tamworth Youth Care Inc</b> Tamworth Youth Care	376,848
<b>Parramatta Mission (Metro West)</b> Parrahhouse	402,321	<b>The Bridge Youth Service Inc (Metro Central)</b> The Bridge Youth Refuge – Sutherland	412,144
<b>Penshurst Street Community Youth Homes</b> Penshurst Street Community Youth Homes	187,620	<b>The Burdekin Assoc Inc</b> The Burdekin Association	617,282
<b>Phoenix House Youth Services Inc</b> Phoenix House Youth Accommodation	315,391	<b>The Presbyterian Church (New South Wales) Property Trust (Metro South West)</b> Cornerstone	174,852
Rage Project – GITS	133,740	<b>The Presbyterian Church of Australia Property Trust Social Services (Metro Central)</b> Jannali Youth Crisis Accommodation Project	174,764
<b>Raymond Terrace Neighbourhood Centre Inc</b> Port Stephens Youth Options Project	103,216	<b>The Salvation Army Australia Eastern Territory Social Work (Metro Central)</b> Oasis Youth Support Network Crisis Accommodation Service	559,860
<b>SaintsCare Limited (Metro Central)</b> Northern Sydney Youth Support Service	196,788	<b>The Ted Noffs Foundation Inc (Metro South East)</b> PALM (Program for Adolescent Life Management)	254,947
<b>SaintsCare Limited (Metro West)</b> Youth Support & Brokerage in Baulkham Hills	154,105	<b>Trustees of the Society of St Vincent de Paul (NSW) (Macarthur)</b> Vinnies Youth Housing Macarthur	169,377
<b>Samaritans Foundation (Hunter/Central Coast)</b> Port Stephens Early Intervention SAAP Project	75,528	<b>The Trustees of the Society of St Vincent de Paul (NSW) (Metro Central)</b> Rendu Youth Accommodation Service	312,597
Samaritans Youth Accommodation	471,536	<b>The Turning Point Youth Accommodation Services Inc</b> The Turning Point	261,582
Services – Lower Hunter	388,505	<b>The Twenty Ten Association Inc</b> 2010 Lesbian & Gay Youth Services	345,586
The Hub – Casework	457,174	<b>Wesley Mission Health Counselling &amp; Accom (CC)</b> Wesley Dalmar Central Coast Independent Living Program	193,497
<b>Samaritans Foundation (Northern)</b> Samaritans Youth Services Taree (Open Door)	413,115	<b>Wesley Mission Health Counselling &amp; Accom (IW)</b> Cottee Lodge Independent Living Program	292,170
<b>Shoalhaven Youth Accommodation Co Ltd</b> Shoalhaven Youth Accommodation	97,684	<b>UnitingCare Burnside – Dubbo</b> Doorways	309,608
<b>Skills Training Employment Program Inc (T/A Auswide Projects)</b> Bega Valley Youth Accommodation Partnership Support Worker	80,186	<b>THEBA Young Women's Service</b> THEBA Exit Housing for Young Women Project	206,193
<b>South West Child Adolescent &amp; Family Services Association Inc</b> Adolescent Family Counsellor – Liverpool	72,338	<b>Edmund Rice Community Services (Metro West)</b> Eddy's Out West – Blacktown	198,321
<b>Southern Highlands Youth Accommodation Service SP</b> Southern Highlands Youth Accommodation Service	355,884	Eddys Out West (Bidwill)	641,787
<b>Southern Riverina Youth Support Services Inc</b> Langunyah House Youth Refuge	435,102	<b>Trustees Roman Catholic Church Diocese of Lismore</b> Christo Youth Service	354,994
<b>Southern Sydney Youth Refuge Association</b> Southern Sydney Youth Refuge	437,436	<b>Uniting Care Campbelltown – Stepping Stone Community</b> The Stepping Stone Community	360,476
<b>Southern Youth and Family Services Association Inc</b> Wollongong Youth Refuge (Combined)	1,279,909	<b>Veritas House Inc</b> Veritas House Youth Services	510,947
<b>St Francis Welfare Ltd</b> Come In Centre Housing Support Worker	60,540		
Dual Diagnosis Accommodation Project SAAP/CAP	40,239		
<b>St George Accommodation for Youth Ltd</b> St George Accommodation for Youth	214,358		



## Supported Accommodation Assistance Program (cont)

<b>Supported Accommodation Assistance Program (cont)</b>		\$		
			<b>Youth Accommodation Association (NSW) Ltd (Metro Central)</b>	
			Canterbury Youth Service	298,428
			Youth Emergency Accommodation Line	94,937
<b>Wanbinga Youth Accommodation Services Inc</b>			<b>Youth Accommodation Association (NSW) Ltd (Metro South West)</b>	
Wanbinga Youth Accommodation Service	187,324		Allawah	437,431
<b>Wandiyali ATSI Inc</b>			Wruwallin House	360,738
Hunter Koori Youth Service	193,570		<b>Youth Angle Inc</b>	
<b>Western Housing for Youth Ltd</b>			Youth Angle	330,872
Western Housing for Youth	258,585		<b>Youth Off The Streets Ltd (Metro Central – Inner West)</b>	
<b>Western Region Young Peoples’ Hostel Organisation</b>			Don Bosco House	761,746
Grandview Lodge	242,511		<b>YWCA NSW (Metro Central)</b>	
<b>Woy Woy Youth Cottage Committee</b>			Young Women’s Intermediate Supported Accommodation	132,616
Woy Woy Youth Cottage	339,745			
<b>Youth Accommodation Association (NSW) Ltd (F&amp;CP)</b>				
Core Funding	260,566			

## 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 8536 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 8778 3300

## Metro West

### Parramatta 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

### Wagga Wagga Office

Level 1, 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

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  
181-187 Anson Street  
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 6333 0300
Bourke	02 6872 2188
Brewarrina	02 6839 2482
Broken Hill	08 8087 2844
Cobar	02 6836 1360
Condobolin	02 6895 4133
Coonabarabran	02 6826 6000
Coonamble	02 6827 1400
Cootamundra	02 6942 1555
Cowra	02 6341 1855
Dareton	03 5027 4027
Deniliquin	03 5882 2500
Dubbo	02 6884 5877
Griffith	02 6961 8500
Leeton	02 6953 3611
Lithgow	02 6351 4688
Mudgee	02 6372 5700
Nyngan	02 6831 1000
Orange	02 6361 6999
Parkes	02 6862 1422
Tumut	02 6947 4100
Wagga Wagga	02 6937 9300
Walgett	02 6828 1409
Wilcannia	08 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 7800  
Fax: 02 6863 7850

### New England Office

Level 1, 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 6729 2700
Kempsey	02 6562 1385
Lismore	02 6623 4900
Moree	02 6750 7300
Narrabri	02 6790 6000
Port Macquarie	02 6580 3700
Tamworth	02 6768 4600
Taree	02 6591 2100
Tweed Heads	07 5569 9330

## Hunter and Central Coast

### Hunter Office

Level 2, 309 Charlestown Rd  
Charlestown NSW 2290  
PO Box 585  
Broadmeadow NSW 2292  
Ph: 02 4985 1666  
Fax: 02 4985 1696

### 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

Cessnock	02 4990 1277
Charlestown	02 4985 1500
Charlestown	02 4974 3700
Edgeworth	02 4958 0600
Gosford	02 4336 2400
Maitland	02 4939 4800
Muswellbrook	02 6543 2455
Raymond Terrace	02 4987 1022
Wyong	02 4352 6500

## Southern

### Southern Office

11 Farrer Place  
Queanbeyan NSW 2620  
Ph: 02 6229 7202  
Fax: 02 6229 7203

### Illawarra Office

Level 2, 7-11 Bridge Street  
Coniston 2500  
Locked Bag 8400  
Wollongong 2500  
Ph: 02 4222 8400  
Fax: 02 4222 8499

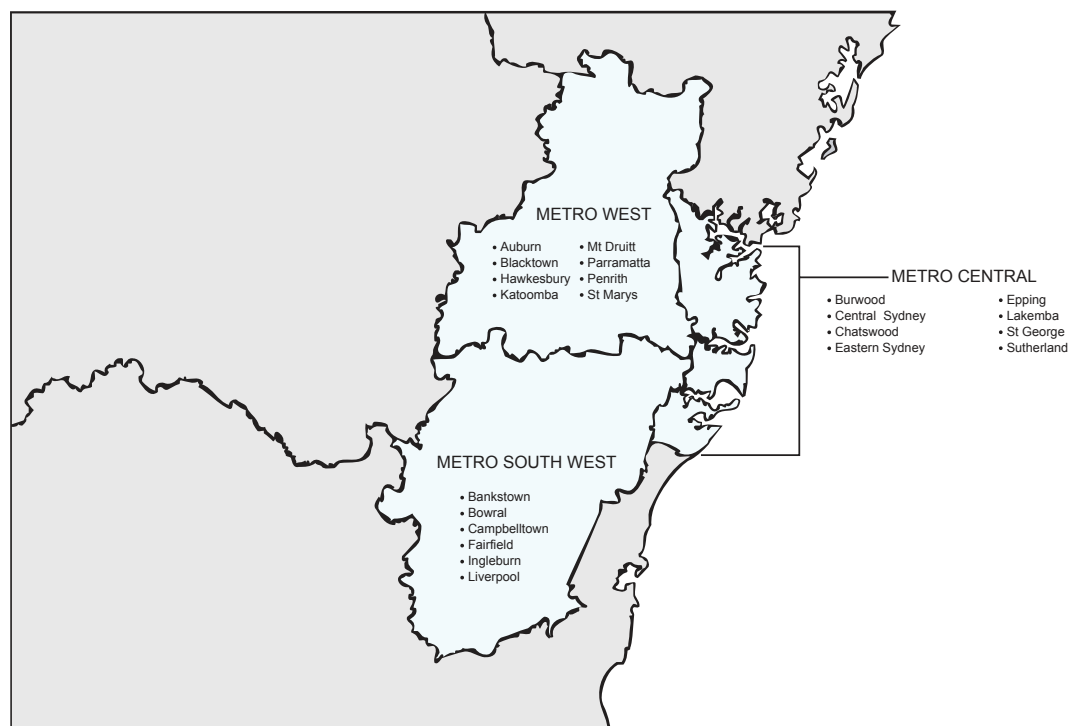
### Community Services Centres

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 6229 7200
Shellharbour	02 4255 6666
Wollongong	02 4222 8600
Yass	02 6226 7300

## DoCS regions



## DoCS metropolitan regions



**AAS**

Area Assistance Scheme

**AbSec**

Aboriginal Child, Family and Community Care State Secretariat

**ACWA**

Association of Childrens Welfare Agencies – peak body for child welfare groups with a strong interest in child protection and substitute care

**AIHW**

Australian Institute of Health and Welfare

**CALD**

Culturally and Linguistically Diverse

**Caseworker**

DoCS staff member responsible for working with clients, handling and making decisions about the issues they present

**CIW**

Corporate Information Warehouse

**CLAS**

Community Language Assistance Scheme

**Communities**

Groups that together comprise the community of people in NSW, often refers to people who associate with each other because of ethnic, linguistic or religious ties

**Contact report**

Report, request for assistance or other contact to DoCS related to the care and protection of children and young persons

**CSC**

Community Services Centre – local DoCS office

**CSGP**

Community Services Grants Program

**DET**

Department of Education and Training

**DoCS**

NSW Department of Community Services

**DoCS Helpline**

A 24-hour statewide service for anyone to contact DoCS about the care and protection of children and young persons

**DOH**

Department of Housing

**Domestic Violence Line**

Phone service offering counselling, immediate safety and protection, accommodation, income support and advice on legal support to domestic violence victims

**EAPS**

Ethnic Affairs Priorities Statement

**EEO**

Equal Employment Opportunity

**ESD**

Enhanced Service Delivery

**FACS**

Commonwealth Department of Family and Community Services

**Families NSW**

A coordinated strategy sponsored by the NSW Government to increase the effectiveness of early intervention and prevention services in helping families to raise healthy, well-adjusted children. It aims to support parents and carers raising children and help them to solve problems early before those problems become entrenched, through a coordinated network of services

**IFBS**

Intensive Family Based Services. These services play a vital role in preventing child abuse and neglect by providing a circuit breaker for families in crisis

**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 of the 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

**OSHC or OOSH**

Out of school hours care

**PPR**

Performance Planning and Review

**Report of risk of harm**

This term includes and expands upon the previous term 'notification of child abuse'. It encapsulates concerns regarding safety, welfare or wellbeing. Please refer to section 23 of the *Children and Young Persons (Care and Protection) Act 1998* for a fuller understanding of risk of harm. Reports may be made by any person regarding a child, young person or child yet to be born

**Request for assistance**

Families or family members may contact DoCS to make a request for assistance. Refer to Chapter 3, Part 1 of the Act

**SAAP**

Supported Accommodation Assistance Program – a joint Commonwealth/State program to provide support for people who are homeless and in crisis or at risk of homelessness

**SCAN**

Supporting Children with Additional Needs Program

**SES**

Senior Executive Service

**TIS**

Translating and Interpreting Service

**VAW**

Violence Against Women

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