

NEW SOUTH WALES IMPLEMENTATION PLAN

Element 1: Early Childhood service integration—Children and Family Centres (CFCs)

Plan period: 2009-2014 Implementation Plan Agreed:
November 2012

Commonwealth Investment: \$ 74.697m over 6 years

Milestone (Essential elements)	What are we trying to do? (Aim)	Who will do it? (Roles and responsibilities)	How are we going to do it? (Strategies)	How will we know how we are going? (Measures)	How long will it take? (Timeframe)
<p>Management – Site locations.</p>	<p>Select appropriate sites for the development of integrated children and family centres.</p> <p>From an initial shortlist of 18, the NSW Government has endorsed the following locations:</p> <ul style="list-style-type: none"> • Blacktown/Mt Druitt (2 centres) • Campbelltown • Ballina • Toronto • Nowra • Brewarrina • Gunnedah • Lightning Ridge <p>Selection of these locations was based on demographic data and regional advice from NSW agencies.</p> <p>Attention was also given to assessing service system capacity, opportunities to build on current services and the existence of community governance networks to support the development of centres.</p> <p>Consultation on locations state wide was conducted with major Indigenous peak bodies via the NSW</p>	<p>NSW is establishing Local Reference Groups (LRGs) in each location. The LRGs will advise the Government on site selection and service mix.</p> <p>The Commonwealth is responsible for considering the locations nominated by NSW, and where those locations are supported, agreeing to the locations nominated.</p>	<p>NSW will be taking a phased approach to delivering the nine Centres. Phase 1 will implement the first three Centres identified by NSW and approved by the Deputy Prime Minister – Blacktown, Ballina and Campbelltown. Phase 2 will implement the remaining six locations.</p> <p><u>Consultation for site selection</u> Local Reference Groups in each location will consider site selection and service mix.</p> <p>The membership of the Local Reference Group will determined in each location, but may include community members, stakeholders, local peaks, existing service providers, and representatives from local government and the regional offices of government agencies.</p> <p>The LRG will determine the key criteria for site selection and guide the site selection process. In most cases, it is anticipated that a preferred site will be identified following the consultation process.</p> <p>However, in some cases, it may be preferable to allow alternate sites to be considered as part of the procurement process. The milestones set out in the implementation plan are therefore based on site selection being finalised once the procurement process has been completed.</p>	<p>1) Locations nominated by NSW.</p> <p>2) Locations agreed by the Cth.</p> <p>3) Locations announced (joint NSW/Cth responsibility)</p> <p>4) Site selection finalised.</p>	<p><u>Phase 1</u> 1) Locations nominated by NSW 18 May 2009 2) Locations agreed by Commonwealth 18 June 2009 3) Locations announced 4 August 2009 4) Tender process and site selection finalised by end October 2010</p> <p><u>Phase 2</u> Timeframes for phase 2 will be refined as the project progresses. The development of these centres is likely to be staggered to make best use of resources. Initial indicative timeframes are as follows: 1) Locations nominated by NSW 9 September 2009 2) Locations to be agreed by Cth and announced by December 2009 4) Tender process and site selection finalised by end June 2011</p>

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	<i>Two Ways Together</i> Coordinating Committee.				
Management – Building/refurbishment	Build/refurbish/ integrate children and family centres based on best practice early childhood design.	<p><u>Governance</u> The Departments of Family and Community Services (Communities & Early Years) and Premier and Cabinet are jointly coordinating the project.</p> <p>The Department of Services, Technology & Administration will manage the tender / EoI process for the construction phase, in partnership with the LRGs and lead agencies.</p>	<p>Work is underway on the standards and specifications for the core components, such as a child care centre and health facilities.</p> <p>It is anticipated that the establishment and operation of the Centres will be sought through a competitive tender process. This will be in line with the NSW Government Procurement Policy.</p> <p>A flexible process will allow procurement for the construction and operation of centres to be undertaken jointly or separately.</p> <p>In accordance with the NSW Aboriginal Participation in Construction Guidelines, the construction of the centres will incorporate strategies to encourage Aboriginal workforce participation.</p>	<p>All 9 centres are established and operational over the 4 year roll out.</p> <p>At least two staff houses will be constructed in regional / remote locations.</p>	<p><u>Building work to commence March 2012.</u></p> <p><u>Construction complete and handover June 2013.</u></p>
Service Delivery – types and/or models	<p>Deliver a suite of integrated child and family services for Aboriginal children and families aimed at improving health, social and educational outcomes for Aboriginal children and families and incorporating child care.</p> <p>Ensure coordination of service provision and referral processes for Aboriginal children and families.</p>	<p>The Departments of Family and Community Services and Premier & Cabinet will be responsible for finalising the service mix and model, in consultation with the Local Reference Group and other key government agencies, including the Departments of Health and Education & Training.</p> <p>The Centre Manager will be responsible for coordinating service</p>	<p><u>Service Mix</u> Core components that must be included in each Centre are:</p> <ol style="list-style-type: none"> 1) Early learning and care centre 2) Linkages with health services 3) Parent and family support services 4) Integrated management and governance 5) Community Engagement <p>However, within these five core components, there is significant flexibility in determining the service mix in each location and ensuring it is responsive to community needs. Additional information on these components is set out below. In some areas, outreach services will be considered.</p> <p>NSW will also trial a Family Literacy Program in Blacktown and Campbelltown. This will be based on the Manukau Family Literacy Program, currently operating in Auckland, New Zealand.</p> <p>Mapping of the existing service network in all locations has been</p>	<ol style="list-style-type: none"> 1) Each CFC includes the five core components. 2) Service delivery meets the needs of the local community and service mix is developed in consultation with the local community. 	<p><u>Phase 1</u> Local reference groups (LRGs) established by October 2009.</p> <p>Service mix and model determined by December 2009.</p> <p><u>Phase 2</u> Initial estimates are as follows:</p> <p>LRGs established by end June 2010.</p> <p>Service mix and model determined by end June 2011.</p>

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		<p>delivery, ensuring service integration and managing brokerage funding as required, once the Centre is operational.</p>	<p>undertaken. A number of agencies have recently conducted consultations in these areas and the service mapping builds on this work. The service mapping will be used as the basis for discussion with local communities about the types of services they wish to see operating in the centre.</p> <p>Discussion with communities about the components of each model in the Centre:</p> <p>1) <u>Early learning and care centre</u> Where possible, the centres will provide approximately 50 child care and early learning places, however, the number of places will vary depending on the size of the community and likely demand.</p> <p>The centre will be required to comply with NSW regulations for children's services, including requirements to employ qualified early childhood teaching staff and provide a program for the development and education of children.</p> <p>2) <u>Parent and family support services</u> Services will be identified in consultation with the local community. Possible services include:</p> <ul style="list-style-type: none"> • Parenting programs • Supported playgroups • Family workers or case management • Family literacy initiatives • Community development/capacity building initiatives • Specific services targeted at parents such as: DV peer support and therapy groups, literacy and numeracy groups, adult education, and men's health initiatives. <p>3. <u>Linkages with health services</u> Centres will include rooms with the necessary clinic facilities to allow health services to be provided on site.</p> <p>Services will link with local health services, particularly universal services such as immunisation, screening and development checks, as well as the local Aboriginal Maternal and Infant Health Service (AMIHS) and the service provided through Elements 2 and 3 of the NP. Discussions are underway as to how these components will be linked.</p> <p>4. <u>Integrated management and governance</u> Services within the centres will not simply be co-located, their management and governance will be integrated to best serve</p>		

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			<p>clients.</p> <p>A number of possible governance and management models are currently being considered, but it is likely that there will be some variation in each location based on the existing service system and local community context. Management and governance arrangements will be finalised as part of the tender process.</p> <p>Centres will be designed flexibly to accommodate a variety of potential uses and service providers to maximise opportunities for integrated service provision.</p> <p>5. <u>Community engagement</u> Centres will be designed and operated in such a way as to encourage the whole community to be actively involved. Centres will have an active focus on community development and engagement based on a 'whole of family' approach to child health and wellbeing.</p> <p>To promote engagement, NSW is considering whether the LRG could continue to play an advisory or governance role once a centre is established.</p>		
Service Delivery – Staffing and Workforce Development	Workforce are culturally competent and responsive to the needs of the community	Organisation successful in tender process for the coordination and management of centres	<p>Tender documentation will require service providers to detail a recruitment and training strategy that includes an Indigenous recruitment and training component, as well as cultural competence training for non-Indigenous staff.</p> <p>In addition to the employment of staff in the construction and operation of the centres, some centres will include family literacy programs and other initiatives to improve the work-readiness of parents and other adults in the community. This will provide a link with the local TAFE to provide elements of the adult learning and as an opportunity for community to access existing TAFE facilities on site.</p> <p>In developing tender documentation and workforce development strategies for each centre, consideration will be given to key NSW and Commonwealth policies, including:</p> <ul style="list-style-type: none"> • Indigenous Economic Participation National Partnership • Making it Our Business • NSW Aboriginal Participation in Construction Guidelines • Other programs for the training of indigenous staff 	<p>Numbers of Indigenous workers employed.</p> <p>Numbers of Indigenous workers undertaking and completing training.</p> <p>Numbers of non-Indigenous staff with demonstrated cultural competence.</p>	Strategies to be in place when centres commence operation.

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<p>Linkages and co-ordination</p>	<p>Ensure service provision within Indigenous Early Childhood Development is coordinated and flexible</p> <p>Establish and maintain strong links / referral pathways with existing services, including mainstream services</p>	<p>Consultation through LRGs at the local level will include government agencies, the local council and local peaks and community groups. This will enable linkages to be made in the planning phase.</p> <p>At a central level, DPC and DoCS will coordinate with relevant agencies including Housing, DET, Health, DAA and relevant Commonwealth agencies.</p>	<p>Linkages with existing services, such as those set out below, will be an important element of the service delivery model.</p> <p><u>NSW services:</u></p> <ul style="list-style-type: none"> • <i>Health services</i> Each centre will include links with health services as a core component of the service delivery model. There will be a particular focus on linkages with universal and AMIHS services, but linkages with more specialised services, such as speech pathology, occupational therapy, paediatric health services and mental health services will also be considered. • <i>Schools/SACC</i> Consideration will be given to linkages with local primary schools and the school community, including Schools as Community Centres (SACC). Developing linkages with local schools will assist in the transition to school. • <i>Families NSW</i> Families NSW is a successful, well established strategy providing integrated services to children and families across NSW. A range of Families NSW models could be delivered through the centres, including family workers, supported playgroups, parenting programs, community development / capacity building and early literacy activities. • <i>Housing</i> Where centres are located in areas of high concentrations of public, community and Aboriginal housing, consideration will be given to linkages with local housing communities, including linkages with Building Stronger Communities (community regeneration) teams in relevant areas. <p><u>Commonwealth services:</u></p> <ul style="list-style-type: none"> • Indigenous Parenting Support Services • Intensive Supported Playgroups, Locational Supported Playgroups • Mothers and babies program • Health @ Home Plus • Multifunctional Aboriginal Children's Services (MACS) • Indigenous Coordination Centres • Aboriginal Co-ops. <p>Maintaining relationships with stakeholders who were engaged earlier in the process may provide later opportunities to develop and strengthen links between Centres and existing services.</p>	<p>Centres have strong linkages with services.</p>	<p>Linkages and coordination will be considered at all stages throughout the development of the centres.</p>

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			<p><u>Elements 2 and 3:</u> In addition to developing linkages with local AMIHS services, linkages will also be put in place with enhanced maternal and child health services being delivered under Elements 2 and 3 of the National Partnership, including <i>New Directions</i> and <i>Building Strong Foundations</i>.</p>		
Community Involvement	Community engagement in the development and operation of Children and Family Centres	<p>At a local level, communities will be engaged from the planning stage through the LRG, which will drive implementation at the local level and encourage the participation of local stakeholders.</p> <p>Consultation and engagement will occur statewide through the Two Ways Together Coordinating Committee.</p>	<p>Community consultation, including consultation with elders and parents, will be integral to the success of the Children and Family Centres. NSW experience through Families NSW indicates that community involvement is vital to sustainability and success.</p> <p>Community consultation strategies will be developed for each Centre, with consideration given to:</p> <ul style="list-style-type: none"> • Culturally appropriate engagement with Aboriginal communities with intent to maintain those links once Centre is operational • Development of communication plans to keep community informed of progress and notable developments • Establishing volunteer programs in the Centre, with a view to linking to recognised training to develop skills • Encouraging the community to be actively involved with the Centre, eg assisting with the maintenance of the grounds, promoting local art work, holding family days on site. 	LRGs established and involved in the planning and implementation of centres.	<p><u>Phase 1</u> Local reference groups (LRGs) established by October 2009.</p> <p><u>Phase 2</u> LRGs established by end June 2010.</p>
Data and Reporting	Collect data and report on progress, in line with the reporting requirements in the NP and the nationally agreed approach to data and evaluation.	<p>A national approach to data, reporting and evaluation is being developed through the Indigenous Early Childhood Development Steering Committee and its Data and Evaluation Working Group.</p> <p>Based on the nationally agreed approach, data will be collected by individual CFCs and relevant state agencies such as Health and DoCS.</p>	<p><u>Data</u> National agreed data and reporting measures will be reflected in tender documentation and funding agreements for centres, to ensure a uniform approach to data collection and performance measurement.</p> <p>This local information will be supplemented by relevant statewide data collected by NSW Government agencies.</p> <p>Performance measures will need to be developed at an individual program level and Centre level as well as data and reporting. A Data Development Agenda will be required for some indicators where no data is currently available, or is not able to be collected in the Centre in the short to medium term.</p> <p>As recognised in the NP, there are a number of challenges nationwide to measuring progress in this area, and the benefits of the program may not begin to be realised until after a period of years.</p>	As per the NP (s42): a) increased proportion of Indigenous children attending the Centres who have had all age appropriate health checks and vaccinations b) increased proportion of Indigenous 3 and 4 year olds participating in quality early childhood education and development and childcare services c) increased proportion of Indigenous children attending the Centre who go on to attend	<p>Annual reports to be provided by 31 August of each year, commencing 2009.</p> <p>6 monthly progress reports to be provided by 31 January each year, commencing 2010.</p> <p>National evaluation strategy to be developed by end June 2010 (responsibility of all jurisdictions).</p>

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		Annual reports will be prepared by DPC and DoCS for submission to the Commonwealth.	<p><u>Reporting</u> Annual report to the Commonwealth for the preceding financial year by August 31 of each year.</p> <p>Progress reports to the Commonwealth by 31 January each year to provide overview of progress against milestones since last annual report.</p> <p><u>Evaluation</u> Participate in the development of a national evaluation strategy to determine the NP's effectiveness. NSW will set aside funds for evaluation purposes.</p> <p>Assist in providing baseline data upon which the evaluation will be based.</p>	<p>school regularly</p> <p>d) increased proportion of Indigenous children and families accessing a range of services offered at or through the Centres, including but not limited to childcare, early learning, child and maternal health and parent and family support services.</p> <p>Measures e – i will be reported through Element 2. Measure j will be reported through Element 3.</p>	
Risk Management	Manage potential risks to ensure the delivery of agreed outputs and outcomes.	The Departments of Family and Community Services and Premier & Cabinet will be responsible for developing a risk management plan.	<p>Risks will vary from Centre to Centre according to local circumstances and what services, models and strategies are being delivered.</p> <p>Potential risks include:</p> <ul style="list-style-type: none"> • Workforce capacity • Capacity of NGOs to deliver services • Capacity to construct centres on time and within budget given current demand • Achieving and maintaining engagement with the Aboriginal community and ensuring the community utilises the centre <p>Organisations who are successful in tendering for the Integrated Centre Management will be required to develop a risk management plan with Community Services, the child care provider and designer/builder.</p>	Development of a statewide risk management plan.	December 2009

Summary of Milestones and Commonwealth Payments			
Element 1 – Establishment of 9 Children and Family Centres			
Reporting Period	Agreed Milestones for the Period	Basis of Payment	Commonwealth Payment Amount *
1st Facilitation Payment - January 2009			\$4.459m
2nd Facilitation Payment (to be paid on acceptance of 2009 Annual Report and agreement to this Implementation Plan)			\$14.741m
Jan –June 2009	<ul style="list-style-type: none"> • Short list of locations proposed • Consultations with state wide peak groups on locations for the centres • Locations for first phase (first three centres) nominated by NSW and agreed by Commonwealth 	Receipt of Annual Report 31 August 2009 describing satisfactory achievement against Milestones	
July – Dec 2009	<ul style="list-style-type: none"> • Local reference groups established – Phase 1 locations • Service mix and model determined. • Locations for second phase nominated by NSW and agreed by Commonwealth. • Locations announced. • Risk management plan developed. 	Receipt of Progress Report 31 January 2010 describing satisfactory achievement against Milestones	

Jan –June 2010	<ul style="list-style-type: none"> • Tender process finalised for construction and operation of centres and service providers determined – Phase 1 locations. • Local reference groups established – Phase 2 locations 	Receipt of Annual Report 31 August 2010 describing satisfactory achievement against Milestones	
July – Dec 2010	<ul style="list-style-type: none"> • Ongoing community consultation. • Local Reference Groups meeting regularly. • Sites selected and land acquisition process commenced • Engagement of construction project manager 	Receipt of Progress Report 31 January 2011 describing satisfactory achievement against Milestones	\$1.330m <i>(estimated to be paid by March 2011)</i>
Jan –June 2011	<ul style="list-style-type: none"> • Some interim services delivered from temporary premises – Phase 1 locations. • Tender process/es finalised for operation of centres and service providers determined – Phase 2 locations. • Concept design work commenced. • Tender process for evaluation commenced 	Receipt of Annual Report 31 August 2011 describing satisfactory achievement against Milestones	\$5m <i>(estimated to be paid by October 2011)</i>

July – Dec 2011	<ul style="list-style-type: none"> • Land acquisition processes completed. • Development applications lodged • Commencement of NSW evaluation • Interim services delivered from temporary premises – all nine locations • Workforce strategies in place for each Centre 	Receipt of Progress Report 31 January 2012 describing satisfactory achievement against Milestones	\$10 m (estimated to be paid by March 2012)
Jan –June 2012	<ul style="list-style-type: none"> • Construction commenced – all nine locations • Interim services continue to be delivered from temporary premises – all nine locations. • Continued community engagement 	Receipt of Annual Report 31 August 2012 describing satisfactory achievement against Milestones	\$10 m (estimated to be paid by December 2012)
July – Dec 2012	<ul style="list-style-type: none"> • Interim services continue to be delivered from temporary premises – all nine locations. 	Receipt of Progress Report 31 January 2013 describing satisfactory achievement against Milestones	\$5.5 m (<i>estimated to be paid by March 2013</i>)
Jan –June 2013	<ul style="list-style-type: none"> • Construction 50% complete • Interim services migrated to Centre-based services as Centres are completed. • 	Receipt of Annual Report 31 August 2013 describing satisfactory achievement against Milestones	\$12.5 m (<i>estimated to be paid by October 2013</i>)

July – Dec 2013	<ul style="list-style-type: none"> • Construction completed to lock up <p>All Centres operational and providing services to the community</p> <ul style="list-style-type: none"> • Data Collection and Reporting • Continued community engagement • Refinement of service delivery mix as required 	Receipt of Progress Report 31 January 2014 describing satisfactory achievement against Milestones	\$11.167 m <i>(estimated to be paid by March 2014)</i>
Jan – June 2014	<ul style="list-style-type: none"> • All centres completed and operational • Early Childhood Programs are being delivered <p>All Centres operational and providing services to the community</p> <ul style="list-style-type: none"> • Data Collection and Reporting • Continued community engagement • Refinement of service delivery mix as required 		
Total Australian Government Payment (Treasury Allocation)			\$74.697 m

* Payments can be made on a pro-rata basis if milestones for the period are only partially completed. If this occurs, the remaining portion of the payment will be made available immediately following completion of relevant milestone.