

## SOUTH AUSTRALIAN IMPLEMENTATION PLAN

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

#### PREAMBLE

Parenting and family support has been identified as a key factor in early childhood development for families at all socio-economic levels. Evidence shows that early childhood programs are most effective when they support parents' active participation in their children's early learning and development.<sup>1</sup>

Early development for each child involves their health, learning, care and relationships within their own family and community. Strong early relationships give children the best possibility of a happy, healthy and successful adult life. All young children need a caring and safe foundation, in their family, in their culture, in their community, and in the services that they use.

Indigenous families are more likely to miss out on early childhood services even though they stand to benefit most. One of the major barriers is a lack of culturally appropriate integrated service delivery that includes service co-location, referral pathways and outreach programs. Integrated delivery of early childhood services is an effective strategy to ensure families have access to the services they need<sup>2</sup>.

To ensure that the gap in health, education and social outcomes between Aboriginal and non-Aboriginal children can be addressed, it is important that all Aboriginal children participate in early learning programs prior to commencing school and that their learning, health and wellbeing needs are simultaneously addressed. This Implementation Plan outlines the South Australian approach to secure improved outcomes for Aboriginal children by increasing access to integrated child care, preschool, health and family support services through the development of Children and Family Centres. South Australia has committed to identify and measure progress towards the following outcomes:

- increased proportion of Indigenous children attending the Children and Family Centres who have had all age-appropriate health checks and vaccinations;
- increased proportion of Indigenous three and four year olds participating in quality early childhood education and development and child care services;
- increased proportion of Indigenous children attending the Children and Family Centres who go on to attend school regularly;
- increased proportion of Indigenous children and families accessing a range of services offered at or *through* Children and Family Centres, including but not limited to childcare, early learning, child and maternal health, and parent and family support services;
- increased proportion of pregnant Indigenous women with an antenatal contact in the first trimester of pregnancy in each year;
- increased proportion of Indigenous teenagers accessing sexual and reproductive health programs and services;
- reduced proportion of Indigenous babies born with low birth weight each year;
- reduced mortality rate of Indigenous infants each year;
- reduced proportion of Indigenous women who use substances (tobacco, alcohol, illicit drugs) during pregnancy each year; and
- reduced proportion of hospital admissions of Indigenous children 0-4 years.

The centres will focus on supporting Aboriginal families with young children to provide their children with the best possible start in life. The centres will be open to all members of the community and the services will include child and maternal health, high quality early learning programs for young children, parenting and family support and community development activities. Staff from a range of disciplines will work together to provide children and families with the services they need.

Children and Family Centres will support and strengthen the capacity of parents to provide nurturing and safe environments for their children. The centres will build upon and preserve family resilience and capacity by offering opportunities for parents to be involved in social action and community development in their local community.

The South Australian Aboriginal Children and Family Centres are underpinned by a philosophy of co-operation between parents, community, Government and non-government partners, and will both complement and expand the existing network of integrated early childhood services in South Australia. The concept for the Children and Family Centres is based on this 'joined-up' approach and reflects a philosophy of acknowledgment, engagement and inclusion of Aboriginal history, culture and community.

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<sup>1</sup> McCain. M, & Mustard. J.F, Early Years: Reversing the Brain Drain, 1999

<sup>2</sup> SNAICC, 2004, Indigenous Parenting Project

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

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

**Commonwealth Investment: \$ 25.219 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)	What is the estimated cost? (\$)
<p><b>1. Management—Site Locations</b> Site selection will take into account the following factors:</p> <ul style="list-style-type: none"> <li>• Availability of land</li> <li>• Demographic information about the numbers of Aboriginal children and families in the community</li> <li>• Current Aboriginal enrolments in care and education services</li> <li>• Capacity to add on to an existing facility in a way that allows for integration of a range of services</li> <li>• The availability and proximity of existing services on site to ensure access to education, health services and family and community support.</li> </ul>	<p><b>1.1 Identify Locations</b> To identify broad locations for integrated Children and Family Centres that will maximise the opportunities for Aboriginal children and their families to participate in early childhood development services</p> <p><b>1.2 Ministerial Approval</b> Gain South Australian Government approval for the locations and the concurrence of the Australian Government</p> <p><b>1.3 Identify Sites</b> To identify school sites in the approved locations that maximise the participation of Aboriginal Children and Families.</p>	<p>The Senior Officers Group: Child Development (SOG) comprising of the Department of Education and Children's Services (DECS), Department of Families and Communities (DFC), the Department of Health and the Department of Premier and Cabinet (DPC).</p> <p>SA Minister for Early Childhood Development (MECD)</p> <p>Seek concurrence of Commonwealth Minister for Early Childhood Education, Childcare and Youth</p> <p>DECS, cross-agency partners and the community.</p>	<p>Identify locations by analysis of:</p> <ul style="list-style-type: none"> <li>• Aboriginal population data</li> <li>• current Aboriginal service participation rates</li> <li>• existing children and family programs for Aboriginal people</li> <li>• Service gaps</li> </ul> <p>Briefing to SA Minister for Early Childhood Development</p> <p>Letter to Commonwealth Minister for Early Childhood Education, Childcare and Youth</p> <p>Consider Aboriginal population data, existing programs across agencies, available land, transport, housing and community input.</p>	<p>Broad locations identified by June 2009.</p> <p>Selection of 3 sites in Southern Metropolitan Adelaide, Upper Spencer Gulf, and Eyre Peninsula, and an additional site at Pukatja on the APY Lands</p> <p>Approval gained</p> <p>Locations announced</p> <p>Sites agreed</p>	<p><b>COMPLETED</b></p> <p><b>COMPLETED</b> 30 October 2009</p> <p><b>COMPLETED</b></p> <p><b>COMPLETED</b> 30 October 2009</p> <p>By June 2010</p>	<p>Total capital budget of \$13.040m including escalation</p>
<p><b>2. Management — Building/Refurbishment</b></p>	<p>To develop facilities that maximise the opportunities for Integrated early childhood</p>	<p>DECS will be the lead agency, working in collaboration with the</p>	<p>The facilities development process has key stages of brief development,</p>	<p>A program for each site detailing key stages will be developed.</p>	<p>There are 3 broad phases:</p>	<p>Total capital budget of \$13.040 including escalation</p>

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<p>The development of Children and Family Centres facilities will reflect the needs of the range of service providers and the community and is designed for flexible and multiple use. The facilities specification can include:</p> <ul style="list-style-type: none"> <li>• licensable space for child care programs</li> <li>• preschool facilities</li> <li>• outdoor learning areas</li> <li>• health consulting space</li> <li>• community group space</li> <li>• public toilets and nappy change facilities</li> <li>• office accommodation</li> <li>• storeroom</li> <li>• reception</li> </ul> <p>Buildings may new builds or refurbishment of existing buildings depending on the particulars of the site.</p>	<p>service delivery to Aboriginal children and their families</p> <p><b>2.1 Facilities Brief</b> To develop a facilities brief that identifies and guides the development of facilities to deliver care, education, health and family support services</p> <p><b>2.2 Feasibility Study</b> Undertake a feasibility study on each identified site to produce a feasibility report and a costed concept plan</p> <p><b>2.3 Ministerial Approval</b> Gain Ministerial approval for construction of the costed concept plan</p> <p><b>2.4 Construction</b> To construct the approved plan</p>	<p>Enabling Group, DFC, Health, DPC, Department of Transport, Energy &amp; Infrastructure (DTEI).</p> <p>DECS in collaboration with cross agency partners and key stakeholders</p> <p>DECS Capital Works in collaboration with Department of Transport Energy &amp; Infrastructure (DTEI) as Project Managers.</p> <p>DECS</p> <p>DTEI will lead a construction tender process</p> <p>DTEI will form a project control group</p>	<p>feasibility study and construction.</p> <p>Senior Project Officer to facilitate consultation with cross agency partners and key stakeholders</p> <p>DTEI will lead the implementation of the feasibility study.</p> <p>Submit a briefing and the feasibility report including costed concept plan to MECD</p> <p>DTEI will let the tender to an approved construction company</p> <p>Program for each site will show timelines</p>	<p>Facilities brief completed</p> <p>Approved Feasibility Study completed for each site within budget</p> <p>Briefing approved</p> <p>Program for each centre will outline timelines for the construction process</p>	<ul style="list-style-type: none"> <li>• 2009/10 – Planning</li> <li>• Late 2010/ 11<sup>3</sup> – Construction</li> <li>• 2011 onwards - Implementation</li> </ul> <p>By the end of December 2009</p> <p>By June 2010</p> <p>By June 2010</p> <p>Construction to commence by the end of 2010</p>	
<p><b>3. Service Delivery—Types and/or Model</b> Children and Family Centres bring together early</p>	<p>To improve Aboriginal families' access to culturally competent early childhood care, education, health and family support programs</p>	<p>DECS will lead the development of the service delivery model in collaboration with Health, DFC, , the non</p>	<p>Work with key stakeholders, including local community engagement, to develop a service which outlines the</p>	<p>Delivery of services and programs identified in the project plan</p> <p>Number of Aboriginal and</p>	<p>By June 2010</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>

<sup>3</sup> Subject to feasibility study and building industry trends

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<p>childhood and parenting services for young children birth-5 years of age at or through the centre. The services will be built up over time and the model reflects the unique needs of each community, and could include the following services and programs:</p> <ul style="list-style-type: none"> <li>• Crèche</li> <li>• Playgroup</li> <li>• Child care</li> <li>• Preschool</li> <li>• Health promotion &amp; support</li> <li>• Early intervention &amp; prevention</li> <li>• Transport to support access to the centre</li> <li>• Parenting &amp; family support</li> <li>• Intergenerational learning opportunities</li> <li>• Community development activities</li> </ul>	<p><b>3.1 Project Plan</b> To develop a project plan which outlines the service delivery model and the implementation timeline, and considers governance, budget, communication, planning, risk management, data monitoring and evaluation</p> <p><b>3.2 Recruit CDC</b> To appoint Aboriginal Community Development Coordinators to lead community engagement with centre and to deliver community capacity building programs</p> <p>To increase employment for Aboriginal people in the identified locations</p> <p><b>3.3 Recruit FSC</b> To appoint Family Services Coordinators to support access to services and programs by children and families and service coordination</p>	<p>government sector and local community</p> <p>DECS in consultation with cross agency partners</p> <p>DECS will lead the recruitment of the Community Development Coordinators</p> <p>DECS will lead the recruitment of Family Service Coordinators with cross agency partners</p>	<p>range of services to be delivered in the centres</p> <p>Draft project plan developed, reviewed and modified through consultation with key stakeholders</p> <p>Community Development Coordinators will be recruited through the Aboriginal Employment Register</p> <p>Family Services Coordinators will be recruited through the Aboriginal Employment Register</p>	<p>Torres Strait Islander families participating in the Centres.</p> <p>Analysis of baseline data and ongoing data collection and evaluation led by Australian Government. Draft project plan approved by key stakeholders.</p> <p>Aboriginal Community Development Coordinators will be appointed.</p> <p>Increased number of Aboriginal people engaged in full-time employment at the Centres</p> <p>Family Service Coordinators will be appointed</p>	<p>By June 2010</p> <p>By June 2010</p> <p>By December 2010</p>	
<p><b>4. Service Delivery— Staffing and Workforce Development</b></p> <p>The establishment of</p>	<p><b>4.1 Increase Employment</b> To increase the employment of Aboriginal people in early childhood development to offer culturally competent services that increase the</p>	<p>DECS, cross agency partners, Enabling Groups and relevant employee and training organisations including the State Workforce Development</p>	<p>Offer dedicated positions for Aboriginal people at the Children and Family Centres</p> <p>Project Team and</p>	<p>Number of Aboriginal people employed in Children and Family Centres.</p> <p>Number of Aboriginal</p>	<p>From 2010 at Pukatja and from 2011 at other locations</p> <p>By June 2010</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>

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<p>Children and Family Centres provides an opportunity to increase the employment of Aboriginal people in early childhood development.</p> <p>A project team will be established within DECS to provide an enhanced career pathway for Aboriginal staff.</p> <p>Parents and community members will have opportunities to engage in supported development activities including volunteering, participation in informal and formal learning programs, peer programs, management and governance roles and mentoring programs which may lead to increased employment opportunities.</p>	<p>attendance and participation of Aboriginal people at the Centres.</p> <p><b>4.2 Professional Development &amp; Mentoring</b> To support Aboriginal people to participate in Enabling Groups and other voluntary roles within the Children and Family Centres through professional development and mentoring.</p> <p><b>4.3 Leadership</b> To ensure effective Aboriginal early childhood leadership at each Children and Family Centre</p> <p><b>4.4 Cultural Competence</b> To ensure that non-Aboriginal people working in Children and Family Centres are culturally competent</p>	<p>Taskforce convened by Dept Further Education, Employment, Science &amp; Training (DFEEST).</p> <p>Aboriginal Affairs &amp; Reconciliation Division (DPC), DECS Aboriginal Education &amp; Employment.</p> <p>DECS will lead the recruitment of an early childhood leader.</p> <p>DECS, cross agency partners and training provider</p>	<p>Community Development r positions recruited through the Aboriginal Employment Register</p> <p>Provide entry level training and employment opportunities and improved career pathways for Aboriginal people</p> <p>Offer training opportunities in children's services to Aboriginal community members</p> <p>Recruitment of a qualified early childhood leader for each Children and Family Centre</p> <p>Provide Aboriginal staff with leadership development programs and mentoring</p> <p>Deliver high quality cultural competence training.</p>	<p>people who are engaged in facilitating the activities within the Children and Family Centres.</p> <p>Number of Aboriginal people who participate in capacity building and employment programs</p> <p>Number of Aboriginal Early Childhood Education leaders</p> <p>Number of non- Aboriginal people who have undertaken cultural awareness training</p>	<p>Professional Development programs to commence by end of 2010</p> <p>From 2010 at Pukatja and from 2011 at other locations</p> <p>Programs to commence by the end of 2010</p> <p>From 2010 at Pukatja and from 2011 at other locations</p>	
<p><b>5. Linkages and Coordination</b> Children and Family Centres are a whole-of-Government approach to the delivery of early childhood services in partnership with non-government organisations and</p>	<p><b>5.1 Integration</b> To ensure integration of early childhood services through Children and Family Centres</p> <p><b>5.2 NGOs</b> Facilitate the non government sector in the provision of services through</p>	<p>DECS along with cross agency partners, non-government organisations, parents and communities</p> <p>DECS along with government and non-government agencies</p>	<p>Establish Enabling Groups to support the development and delivery of services and programs.</p> <p>Develop partnerships and agreements with the non-government sector for delivery of services and</p>	<p>Number and range of services and programs being delivered in the centres</p> <p>Number and range of services and programs being delivered by non-government agencies</p>	<p>From 2010 at Pukatja and from 2011 at other locations</p> <p>From 2010 at Pukatja and from 2011 at other locations</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>

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<p>communities. Oversight of the establishment of the centres is provided by a number of linked cross-agency groups as follows:</p> <ul style="list-style-type: none"> <li>• Inter Ministerial Committee: Child Development</li> <li>• Chief Executives Coordinating Committee</li> <li>• Senior Officer's Group: Child Development</li> <li>• Early Childhood Development Operations Group</li> <li>• Local Enabling Groups</li> </ul> <p>DPC coordinates a Policy Reference Group which links the work of the early childhood National Partnerships.</p> <p>SA Health coordinates the Indigenous Early Childhood &amp; Young People Working Group to facilitate DECS and SA Health planning for the centres.</p>	<p>the Centre.</p> <p><b>5.3 Design</b> Ensure the design of the centre facilitates delivery of a comprehensive range of services.</p> <p><b>5.4 Joint Planning for NP</b> Ensure joint planning for Elements 1,2 &amp; 3 of the Indigenous Early Childhood Development National Partnership Agreement (IECD NP).</p> <p><b>5.5 Cross Agency Structures</b> To ensure the participation and coordination of key stakeholders in the development and delivery of Children and Family Centres</p> <p><b>5.6 Enabling Groups</b> To ensure the participation of agencies, parents, families and the community in the development and delivery of services and programs</p>	<p>DECS and DTEI</p> <p>Health to facilitate Health and DECS participation</p> <p>Department of Premier and Cabinet to lead</p> <p>Community Development Coordinator</p>	<p>programs</p> <p>Identify the facility requirements of other agencies in the facilities brief</p> <p>Establish Indigenous Early Childhood &amp; Young People Working Group to meet regularly to jointly plan and coordinate implementation of Elements 1,2 &amp; 3 of the IECD NP</p> <p>Establish Aboriginal Operations Group for strategic oversight of the IECD NP</p> <p>Establish local community Enabling Groups to engage local Aboriginal people in service and program planning</p>	<p>Number and range of programs able to be accommodated</p> <p>Number and range of coordinated DECS and Health services and programs being delivered in the centres</p> <p>Attendance and participation of representatives</p> <p>Number and % of Aboriginal participation on the group</p>	<p>By December 2009</p> <p><b>COMPLETED</b></p> <p><b>COMPLETED</b></p> <p>By June 2010</p>	
<p><b>6. Community Involvement</b></p> <p>Effective early childhood programs support parents' active participation in their children's early learning and development. A community based model of operations and</p>	<p>To engage Aboriginal women, men and community members in the design and delivery of early childhood services in the Centres</p> <p><b>6.1 Communication</b> To ensure Aboriginal communities are engaged in the development of the centre</p>	<p>Community Development Coordinator and Enabling Group</p> <p>Senior Project Officer, Community Development Coordinator along with cross-agency partners and</p>	<p>Develop a community engagement plan and support community participation in program delivery and governance.</p> <p>Undertake community consultations, meetings and forums in each location</p>	<p>Completion of the Community Engagement Plan</p> <p>Number and participation of Aboriginal community members in consultation activities.</p>	<p>From 2010 at Pukatja and from 2011 at other locations</p> <p>Commence in 2009 and ongoing</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>

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<p>governance ensures children, families and communities are involved in decision making about the services and programs that best meet their needs.</p> <p>A Community Development Coordinator at each centre will ensure a range of opportunities for genuine community engagement and communication are established.</p>	<p><b>6.2 Community Participation</b> To ensure Aboriginal communities are actively engaged in planning for the delivery of programs and plan for intergenerational participation.</p> <p><b>6.3 Belonging</b> To ensure that the Children and Family Centres are nurturing places where children and families know they belong.</p> <p><b>6.4 Community Governance</b> To ensure Aboriginal community members are engaged in planning, decision-making and management of the Centres.</p>	<p>Enabling Group</p> <p>Community Development Coordinator, Enabling Group, government and non-government agencies</p> <p>All staff, groups, agencies and communities</p> <p>Community Development Coordinator, Enabling Group, government and non-government agencies</p>	<p>Offer volunteering programs and personal and professional development activities</p> <p>Offer scholarships for training programs to lead to employment</p> <p>Ensure involvement of Aboriginal community in program delivery, governance and decision making</p> <p>Ensure the environment is culturally supportive and response</p> <p>Offer governance training, peer training and mentoring programs</p>	<p>Number and range of programs and participation rates in programs and in the centre</p> <p>Number of scholarships to support Aboriginal people to engage in training programs leading to a qualification</p> <p>Number of Aboriginal people engaged in programs in the centre</p> <p>Number of non-Aboriginal staff engaged in Cultural Competency training</p> <p>Number and participation of Aboriginal community members in training programs and governance activities</p>	<p>From 2010 at Pukatja and from 2011 at other locations</p> <p>From 2010 at Pukatja and from 2011 at other locations</p> <p>From 2010 at Pukatja and from 2011 at other locations</p> <p>From 2010 at Pukatja and from 2011 at other locations</p>	
<p><b>7. Data and Reporting</b></p> <p>The data and reporting strategy for Children and Family Centres will ensure timely and appropriate collection and reporting of data and progress for a range of audiences.</p> <p>South Australia has taken</p>	<p>To provide COAG, key stakeholders, Enabling Group and the community with an accurate picture of the operation of the Children and Family Centres.</p> <p><b>7.1 Accountability</b> Establish a culture of accountability within the Centres</p>	<p>Project team, enabling Groups along with an evaluation partner supported by the Data and Reporting Officer</p> <p>DECS along with government and non-government agencies, parents and communities</p>	<p>Work with the evaluation partner appointed by the Australian Government</p> <p>Develop reports that comply with reporting requirements described in the IECD NP.</p> <p>Develop a project plan that outlines accountability requirements</p>	<p>Regular internal and external data and reporting will reflect progress against the COAG targets.</p> <p>The project plan identifying the required accountabilities will be completed</p>	<p>External reporting will occur twice per year and internal reporting will occur monthly.</p> <p>By June 2010</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>

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<p>steps to link and coordinate the data and reporting requirements of a number of National Partnerships as follows:</p> <ul style="list-style-type: none"> <li>Establishment of DPC's Policy Reference Group which reports to the Chief Executives' Integrated Reporting &amp; Evaluation Group (CIREG)</li> <li>Representatives on the IECD NP Data and Evaluation Sub-Group</li> <li>Representatives on the data sub-groups of Working Group on Indigenous Reform (WGIR) and the National Early Childhood Development (NECD).</li> </ul>	<p><b>7.2 Data Collection</b> Work with the Australian Government to ensure the development of an effective data and reporting system to report on progress towards the agreed outcomes (see preamble)</p> <p><b>7.3 Reporting</b> Ensure progress report and annual report is developed and delivered to DEEWR</p> <p><b>7.4 Evaluation</b> Develop an evaluation strategy that reflects the reporting requirements of the IECD NP Evaluate the program against outcomes for children and families</p>	<p>DECS and cross agency partners</p> <p>Appoint a Data &amp; reporting Officer</p> <p>Project team, enabling Groups along with an evaluation partner supported by the Data and Reporting Officer</p> <p>Data and Reporting Officer</p> <p>Project team with an evaluation partner supported by the Data and Reporting Officer Partners, Enabling Group, staff, community and parents</p>	<p>Work with the evaluation partner appointed by the Australian Government</p> <p>The reports will describe progress against milestones and outcomes in the IECD NP and report achievements</p> <p>Joint participation of the Commonwealth &amp; States</p> <p>Work with the evaluation partner appointed by the Australian Government</p>	<p>Enhanced capacity to undertake data and reporting tasks</p> <p>Data and reporting will reflect progress towards the agreed outcomes (see preamble)</p> <p>Framework developed and implemented for planning and reporting</p> <p>Progress report and annual report delivered on time</p> <p>Evaluation strategy will be developed by the Commonwealth and agreed with States Achievement of outcomes in the IECDNP and changes to AEDI results</p>	<p>From July 2010</p> <p>From July 2010</p> <p>Progress report by 31 January yearly Annual report by 31 August</p> <p>By July 2010</p> <p>Evaluation to commence in 2010 and is ongoing</p>	
<p><b>8. Risk Management</b></p> <p>The aim of risk management is to identify, analyse, evaluate and manage risk to ensure the development, delivery and sustainability of the Children and Family Centres.</p> <p>Sound governance structures will provide a</p>	<p>To ensure that the Aboriginal Children and Family Project meets State and Commonwealth Government objectives, approvals and requirements</p> <p><b>8.1 Risk Assessment</b> To ensure that any risk to delivery of the centre on time and within budget is identified and managed</p>	<p>Senior Officers Group, Child Development, Senior Project Officer</p> <p>Project team and cross agency partners</p>	<p>To develop a project plan which outlines the service delivery model, implementation timeline, governance, budget, communication, planning, risk management and evaluation</p> <p>Develop a risk assessment matrix that identifies and mitigates risks</p>	<p>Internal and external reports will identify progress against the project plan and COAG targets and be reported in the internal monthly and external annual report</p> <p>Risk matrix developed and implemented and reported in the internal monthly and external annual report</p>	<p>Project plan to be completed June 2010</p> <p>To be completed by the June 2010</p>	<p>There is a total recurrent funding available from 2009-2014 of \$12,185m including indexation</p>



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<p>mechanism for informed decision making, strategic planning and timely reporting to support the effective and compliant operation of the centres.</p> <p>Articulated project governance structures will ensure that COAG objectives are met, evaluated and reported.</p>	<p><b>8.2 Centre Governance</b> To ensure that the Children and Family Centre have sound governance structures and comply with all required legislation and regulations</p> <p><b>8.3 Project Governance</b> Establish structures for cross-agency planning and implementation of the centres.</p>	<p>Project team, Community Development Coordinator, centre staff, cross agency partners, Enabling Group with support of DECS Prudential Management and Internal Audit Unit and Senior Officers Group Early Childhood Development</p> <p>SOG to provide oversight. Establish an Operations Group to plan for implementation</p>	<p>Develop a compliant governance structure that involves community representation at all levels</p> <p>SOG to receive regular reports and endorse implementation strategies.</p> <p>Operations group to plan and implement the centres.</p>	<p>Effective operation of the centres as reported in the internal monthly and external annual report</p> <p>Progress against milestones in the Implementation Plan</p> <p>Reports received and endorsed.</p> <p>Implementation milestones are achieved.</p>	<p>From 2010 at Pukatja and from 2011 at other locations</p> <p>Progress report by 31 January yearly Annual report by 31 August</p> <p>Commence October 2009</p> <p>Establish by the end of 2009</p>	

Summary of Milestones and Commonwealth Payments			
Element 1 – Establishment of 4 Children and Family Centres			
Reporting Period	Agreed Milestones for the Period	Basis of Payment	Commonwealth Payment Amount
<b>Facilitation Payment - January 2009</b>			\$1.510m
<b>To be paid on approval of 2009 Annual Report and Agreement to the Implementation Plan 2<sup>nd</sup> Facilitation Payment -</b>			\$4.795m
Jan –June 2009	<p>Identify broad locations for Children and Family Centres</p> <p>South Australian Government approval for the locations and concurrence of the Australian Government</p>	Receipt of Annual Report 31 August 2009 describing satisfactory achievement against Milestones	Facilitation Payment
July – Dec 2009	<p>Establish cross-agency partners groups</p> <p>Announcement of locations for 4 Children and Family Centres:  Location 1 – Pukatja  Location 2 – Ceduna  Location 3 – Christies Beach/Noarlunga  Location 4 – Whyalla</p> <p>Commence recruitment of the Project Team</p> <p>Develop a facilities brief</p> <p>Develop a communication plan</p> <p>Commence community engagement at each location</p>	Receipt of Progress Report 31 January 2010 describing satisfactory achievement against Milestones	Facilitation Payment
	Commence recruitment of Aboriginal Community Development Coordinators for each location	Receipt of Annual Report 31 August 2010 describing	

Jan –June 2010	<p>Establish local Enabling Groups at each location</p> <p>Develop a project plan which outlines the planning and implementation of the Children and Family Centres</p> <p>Develop a risk assessment matrix</p> <p>Commence operation at Location 1: Pukatja</p> <ul style="list-style-type: none"> <li>• Centre operational and providing services to the community</li> <li>• Programs and services adjusted as required</li> <li>• Continued community engagement</li> </ul>	satisfactory achievement against Milestones	Facilitation Payment
July – Dec 2010	<p>Identify and approve school sites in locations 2, 3 and 4</p> <p>Continue service model location 1 : Providing services; programs and services adjusted as required; continued community engagement</p> <p>Data and evaluation strategy completed by the Commonwealth in partnership with South Australia</p> <p>Implement data and evaluation strategy and provide support to centres on data collection and monitoring.</p>	Receipt of Progress Report 31 January 2011 describing satisfactory achievement against Milestones	\$726,246
Jan –June 2011	<p>Continue service model location 1: Pukatja : Providing services; programs and services adjusted as required; continued community engagement</p> <p>Appoint a leader for Location 1 – Pukatja</p> <p>Undertake a feasibility study on identified sites in locations 2,3&amp; 4</p> <p>Commence recruitment of Aboriginal Family Services Coordinators for locations 2, 3 &amp; 4</p>	Receipt of Annual Report 31 August 2011 describing satisfactory achievement against Milestones	\$913,758

July – Dec 2011	<p>Continue service model location 1 : Pukatja Providing services; programs and services adjusted as required; continued community engagement</p> <p>Commence recruitment for Early Years Leader locations 2, 3 &amp; 4</p> <p>Commence some <b>interim</b> service delivery at locations 2,3 &amp;4 within existing facilities and continued community engagement.</p>	<p>Receipt of Progress Report 31 January 2012 describing satisfactory achievement against Milestones</p>	\$2,227,522
Jan –June 2012	<p><b>Stage 1 of construction (<i>construction commenced</i>) which includes site preparation and foundation work e.g. lay and pour of footings)</b></p> <p>Continue operating at locations 1, 2 , 3 &amp; 4: Providing services; programs and services adjusted as required; continued community engagement</p>	<p>Receipt of Annual Report 31 August 2012 describing satisfactory achievement against Milestones</p>	\$5,545,228
July – Dec 2012	<p><b>Stage 2 of construction (<i>construction in progress</i>) which includes carpentry (frames), concreting, plumbing, electrical and roofing work</b></p> <p>Continue operating at locations 1, 2 , 3 &amp; 4: Providing services; programs and services adjusted as required; continued community engagement</p>	<p>Receipt of Progress Report 31 January 2013 describing satisfactory achievement against Milestones</p>	\$4,227,352
Jan –June 2013	<p><b>Stage 3 of construction (<i>construction finalisation</i>) which includes internal finishing, painting and landscaping</b></p> <p>Continue operating at locations 1, 2 , 3 &amp; 4: Providing services; programs and services adjusted as required; continued community engagement</p>	<p>Receipt of Annual Report 31 August 2013 describing satisfactory achievement against Milestones</p>	\$4,227,352
July – Dec 2013	<p><b>Stage 4 of construction (construction fully completed) includes moving into</b></p>	<p>Receipt of</p>	

	<p><b>completed building ready to provide services</b></p> <p>Continue operating at locations 1, 2 , 3 &amp; 4: Providing services; programs and services adjusted as required; continued community engagement</p> <p>Commence fully operating at locations 2,3 &amp; 4 in completed facilities:</p> <ul style="list-style-type: none"> <li>➤ Centre operational and providing services to community</li> <li>➤ Programs and services adjusted as required</li> <li>➤ Continued community engagement</li> </ul>	Progress Report 31 January 2014 describing satisfactory achievement against Milestones	\$1,050,542
Jan – June 2014	Continue operating at locations 1, 2 , 3 & 4: Providing services; programs and services adjusted as required; continued community engagement	Receipt of Annual Report 31 August 2014 describing satisfactory achievement against Milestones	\$0
<b>Total Australian Government Payment</b>			\$25.219m