

# Annual Report

## 2002/2003





The Hon Dr Meredith Burgmann MLC  
President  
Legislative Council  
Parliament House  
SYDNEY NSW 2000

The Hon John Aquilina MP  
Speaker  
Legislative Assembly  
Parliament House  
SYDNEY NSW 2000

Madam President  
Mr Speaker

In accordance with section 187, Chapter 10 of the *Children and Young Persons (Care and Protection) Act 1998*, I am pleased to present the Children's Guardian's annual report for the 2002-2003 financial year.

The annual report has been prepared in accordance with the *Annual Reports (Departments) Act 1985* (as modified by the *Children and Young Persons (Care and Protection) Act 1998*) and the *Public Finance and Audit Act 1983*.

As provided by section 190 of the *Children and Young Persons (Care and Protection) Act 1998*, I recommend that the report be made public forthwith.

Yours sincerely



Linda Mallett  
Children's Guardian

## Acknowledgements

The children who feature in this annual report are family, relatives and friends of staff who work at the Office of the Children's Guardian. Thank you to all who kindly let our Office use these photos to reflect the different facets of childhood.

A special thanks to student Bliss Dundler from the Blacktown district for her artwork *It's a Small World*, which appears on the cover of this report. Bliss was aged 11 when she created this collage. Her artwork was selected through Operation Art and is displayed in one of our meeting rooms.

Thanks also to the NSW Department of Aboriginal Affairs which kindly allowed our Office to reproduce images from their photo library.

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## Annual Report 2002 – 2003

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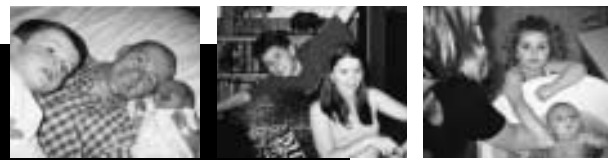
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The OCG has a vision of: All children and young people in out-of-home care feeling safe and nurtured and fewer children and young people entering care.

The purpose of the OCG is to: Make sure that all children and young people in out-of-home care receive quality care and that it keeps getting better.



## What We Do



NSW OFFICE OF

# the Children's Guardian.

The NSW Office of the Children's Guardian (OCG) is a regulatory body whose motivated staff are dedicated to promoting the best interests and rights of children and young people in out-of-home care. The Office's Annual Report 2002 - 2003 describes how the Office has focused its work on improving the lives of more than 10,000 kids in care in NSW.

### What is the Office of the Children's Guardian?

The NSW Office of the Children's Guardian (OCG) is a state government department established in December 2000 under the *Public Sector Management Act 1998*. The Children's Guardian is a statutory position established by the *Children and Young Persons (Care and Protection) Act 1998* (the Act).

A Children's Guardian was proposed in the report of the *Review of the Children (Care and Protection) Act 1987*. This followed on from a similar recommendation by the Wood Royal Commission into the NSW Police Service (1997) that there should be a special guardian for children.

### The OCG values:

#### Respect for children and young people and their diversity.

We respect and value children and young people and value their diversity.

#### Participation of children and young people.

We involve children and young people in our activities and decisions.

#### Cooperative partnerships.

We consult with our partners to achieve shared outcomes.

#### Staff contribution.

We encourage innovation, continual improvement and learning.

#### Strong organisational foundation.

We seek the best available information and efficiently undertake thorough analysis on which to base our decisions and provide timely, objective advice.

### The key strategic priorities for the OCG for the next two years are:

- Promoting the best interests and rights of kids in out-of-home care.
- Getting accreditation and quality improvement right.
- Preparing for and undertaking case file audits for the first time.
- Communication with and education of the out-of-home care sector.
- Setting an example to others working in the sector.

### The Act specifies a range of functions for the Children's Guardian including:

- Promote the best interests and rights of all children and young persons in out-of-home care,
- Ensure the rights of all children and young persons in out-of-home care are safeguarded and promoted, and
- Accredit designated agencies and to monitor their responsibilities under the Act and Regulations.

The Children's Guardian did not exercise these functions this financial year, as the relevant section of the Act was not proclaimed. A proclamation timetable was set down for 2003/2004 commencing on 15 July 2003, on the recommendation of the NSW Legislative Council Standing Committee on Social Issues and the Ministerial Advisory Committee (MAC).

The day-to-day management and policy direction of the Office is set by the executive team, led by the Children's Guardian. The current membership of the executive team is set out on pages 27-28. There were 13.5 full time equivalent staff working for the Office at 30 June 2003.

## Highlights 2002/2003

1

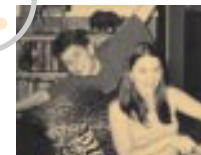
### Voluntary accreditation



30 organisations were participating in the Office's voluntary accreditation program by 30 June 2003. This represents a 52% participation rate.

2

### Training



The Office trained 588 workers and carers in NSW about the Office's role and expectations. 117 organisations were represented at the training sessions.

3

### Legislation



The Office provided key policy advice to the Ministerial Advisory Committee that was established to progress the proclamation of the Children's Guardian, as its first priority in the Community Services portfolio.

4

### Recognition for reporting



The Office received national recognition winning a Bronze Award at the Australasian Reporting Awards for excellence in annual reporting.

5

### Quality assured



The Office successfully complied with the requirements of AS/NZS ISO 9001:2000, an international quality standard for Quality Management Systems – Requirements for its Accreditation and Quality Improvement Program.



# The Year in Review



Key achievements and future developments – report from the Children's Guardian.

## Children's Guardian's overview

### A new direction

The Office of the Children's Guardian has a new direction as it moves to become a regulatory body. This follows on from the *Final Report of the NSW Legislative Council Standing Committee on Social Issues on Child Protection Services: Care and Support* and the recommendations of the Ministerial Advisory Committee (MAC). The Children's Guardian will be responsible for promoting the best interests and rights of children and young people in out-of-home care through accreditation and quality improvement of designated agencies. Systematic case file audits will assist the Children's Guardian to monitor the responsibilities of designated agencies and inform out-of-home care policy and practice in New South Wales.



### Strategic planning

This new direction required the development of a strategic plan for 2003/2005 that encompassed the recommended changes. This is the Office's first strategic plan and is available at [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au)

### Developing our staff

We continued our commitment to developing our staff by organising Aboriginal Cultural Awareness training for all staff. It was delivered by Russell Freeburn, Chief Executive Officer, Aboriginal Child, Family and Community Care State Secretariat.

In addition, we organised Assessment Training for all staff working in the Accreditation and Quality Improvement Program (AQIP). It was required to achieve certification against AS/NZS ISO 9001:2000 and provide staff with a Statement of Attainment in Workplace Assessment for assessing applications for accreditation.

### Recognition for reporting and quality management

The Office was recognised for excellence in annual reporting for its 2001/2002 Annual Report, its second annual report and first for a full financial year. The Office also successfully complied with the requirements of AS/NZS ISO 9001:2000, an international quality standard for Quality Management Systems – Requirements for its Accreditation and Quality Improvement Program. These achievements reflect on the dedication and motivation of staff in a very small government department and provide a challenge for us to meet and exceed.

### Sorry Day 2003

The Office of the Children's Guardian released an Aboriginal Policy Statement on its website to commemorate Sorry Day on 26 May 2003. The Children's Guardian welcomed comments about the policy from Aboriginal people and communities and designated agencies providing out-of-home care to Aboriginal children and young people.

### The year ahead

Next year our focus will be in five key areas. These key result areas are included in our strategic plan for the next two years.

### Best interests and rights of kids in out-of-home care.

So that the best interests and rights of kids in out-of-home care are known to and upheld by carers, designated agencies, other service providers and the community of New South Wales.

### Getting accreditation and quality improvement right.

So that we get our processes right; so that designated agencies deliver good quality services to kids and achieve better outcomes for kids.

### Preparing for and undertaking case file audits.

So that we are ready to implement the function and begin to develop a clear picture of casework practice and compliance with the legislative requirements in the out-of-home care sector.

### Communication with and education of the out-of-home care sector in NSW.

So that our stakeholders are clear about the role and functions of the Children's Guardian and their own roles and responsibilities.

### Setting an example to others working in the out-of-home care sector in NSW.

So that we lead by example through the quality of our people, systems and corporate governance.



Linda Mallett  
Children's Guardian



# NSW Out-of-Home Care Sector



## The kids

There are more than 10,000 children and young people in out-of-home care in NSW. They are in care because they can't live with their own family, either for a short time or permanently. The NSW Department of Community Services (DoCS) has the responsibility for collecting data about children and young people in out-of-home care. This data is published four times a year on DoCS' website [www.community.nsw.gov.au](http://www.community.nsw.gov.au) and in its annual report.

## The carers

The Office of the Children's Guardian recognises the invaluable work done by foster carers in looking after the state's most vulnerable children. Foster care has always been the preferred care option in NSW. Over the years foster care has grown to cater for a wide range of care situations. eg: emergency care, temporary and short term care and long term care.

## The agencies

The out-of-home care sector is made up of a diverse range of care providers, including DoCS, a large government department, through to smaller agencies that have about five staff members. These agencies provide a range of foster care and residential care services. Some provide generic services while others have more specialised forms of care. They provide services that are culturally appropriate for children and young people from Aboriginal and Torres Strait Islander or Non English Speaking Backgrounds, while others cater for those with high support needs.

The sector has further diversified in recent years with the advent of private for profit service providers. There are 16 private for profit agencies this financial year in comparison to nine last year. The figure has nearly doubled. 13 of the organisations provide substitute care type services only, two both disability and substitute care services, and four disability services only.

Four of the 16 organisations are located in rural and remote areas ie; outside Sydney, Newcastle and Wollongong. Six of the seven new organisations are located in greater metropolitan Sydney while the other one is located in rural and remote NSW.

## Number of deemed designated agencies at 30 June 2003

The figures in the tables below have been ascertained by monitoring and updating the information collected last financial year. A list of deemed designated agencies appears in Appendix 1.

### Deemed designated agencies by type at 30 June 2003

| Type                    | Number    | Percentage |
|-------------------------|-----------|------------|
| Government departments  | 2         | 2          |
| Local government        | 2         | 2          |
| Non-government agencies | 75        | 79         |
| Private organisations   | 16        | 17         |
| Other                   | 0         | 0          |
| <b>Total</b>            | <b>95</b> | <b>100</b> |

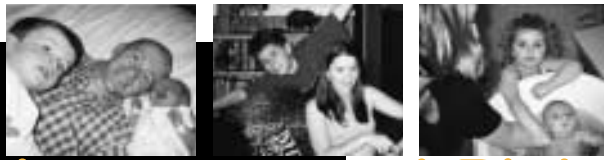
### Deemed designated agencies by service characteristics at 30 June 2003

| Characteristics of service                                 | Number | Percentage of total agencies (95) |
|------------------------------------------------------------|--------|-----------------------------------|
| Substitute care                                            | 58     | 61                                |
| Disability                                                 | 46     | 48                                |
| Substitute care and disability services                    | 9      | 9                                 |
| Substitute care and YSAAP services                         | 13     | 14                                |
| Substitute care, disability and YSAAP services             | 2      | 2                                 |
| Aboriginal specific                                        | 9      | 9                                 |
| NESB specific                                              | 0      | 0                                 |
| Rural/remote (outside Sydney, Hunter and Wollongong areas) | 44     | 46                                |





# Promoting Best Interests and Rights of Kids



The Office of the Children's Guardian undertook a range of activities throughout the year in order to promote the best interests of children and young people in out-of-home care and to safeguard their rights.

## Advocacy

- Appeared before the NSW Joint Parliamentary Committee on Children and Young People's *Inquiry into the Education of Children and Young People in Out-of-Home Care*.
- Appeared before the NSW Legislative Council Standing Committee on Social Issues' *Inquiry into Child Protection Services*.
- Appeared before the ACT Legislative Assembly Standing Committee on Community Services and Social Equity's *Inquiry into Rights, Interests and Well-being of Children and Young People in the ACT*.
- Provided key policy advice to the Ministerial Advisory Committee established to progress the proclamation of the Children's Guardian, as its first priority in the Community Services portfolio.

### Meeting with the ACT Legislative Assembly Standing Committee on Community Services and Social Equity.

The Children's Guardian met with the four members of the ACT Standing Committee on Community Services and Social Equity on 21 March 2003. The committee was conducting an Inquiry into Rights, Interests and Well-being of Children and Young People in the ACT. Linda Mallett presented an overview of the functions of the Children's Guardian in the *Children and Young Persons (Care and Protection) Act 1998*.



Linda Mallett, Children's Guardian with members of the ACT Standing Committee on Community Services and Social Equity. (left to right) Greg Cornwell MLA, Deputy Speaker and Member for Molonglo, Linda Mallett, Children's Guardian, Helen Cross MLA, Independent Member for Molonglo, Roslyn Dundas MLA, Member for Ginninderra, John Hargreaves MLA (Committee Chair), Member for Brindabella and Government Whip, and Bao-Er, Senior Legal Officer, Office of the Children's Guardian.

## Influencing

- Provided information sessions to 117 agencies to explain the role and functions of the Children's Guardian.
- Addressed 10 seminars, conferences and individual services about the role and functions of the Children's Guardian. See Appendix 2 for a list of the agencies addressed.
- Attended the Commonwealth Family and Community Services Roundtable for a *National Agenda for Early Childhood*.
- Published *Is there a place for secure care in the provision of services to children and young people?* in December 2002.
- Published *An Outline of Parental Responsibility and Care Responsibility under the Children and Young Persons (Care and Protection) Act 1998* in December 2002.
- Supervised a social work student on final placement from Charles Sturt University to contribute to the future development of a professional workforce for the out-of-home care sector.

### Paper on secure care

The Office published a paper discussing the place of secure care in the provision of services for children and young people, in December 2002. The paper examines the available literature and research regarding the effectiveness of secure care as a service option for children and young people who engage in behaviours that place them at high risk of harm. It includes young people's views of secure care, which are far from flattering. The paper concludes that secure care should be the option of last resort, as the evidence available indicates that children and young people can be cared for well in less restrictive, less costly environments.

### Paper on parental responsibility and care responsibility

Parental responsibility and care responsibility are two key concepts in the *Children and Young Persons (Care and Protection) Act 1998*. The Office prepared a paper on this topic in response to a number of requests. It describes the key features and differences between the two terms and the responsibilities of those who exercise them. The paper is available on our website.

## Informing

- Poster display *Safety + Good Life Chances = Better Outcomes for Kids in OOHC* (see inside back cover) at the 'What works: Evidence based practice in child and family services' Association of Children's Welfare Agencies Conference in September 2002. (758 delegates)
- Information stall at Foster Care Week Picnic at Parramatta in September 2002 to raise the profile of fostering in the community and acknowledge the essential contribution of foster carers.
- Improved and maintained our website [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au) to assist state, national and international access to the Office of the Children's Guardian.
- Updated and distributed a brochure for children and young people in out-of-home care. The brochure *Caring for Kids in Care* explains the role of the Children's Guardian.
- Updated a fact sheet that explains the role and functions of the Children's Guardian.
- Answered 569 inquiries received through the Office's e-mail address [kids@kidsguardian.nsw.gov.au](mailto:kids@kidsguardian.nsw.gov.au)

### Visit from Burrun Dalai

Ben Holten and Leah Donovan are caseworkers from Burrun Dalai, a Koori organisation that provides services to Aboriginal families and communities around Kempsey. Ben and Leah visited the Office in National Reconciliation Week in May 2003. This was an opportunity for Leah and Ben to see how the Office works and to discuss the Children's Guardian's responsibilities. OCG staff also gained valuable feedback from Ben and Leah about accreditation and quality improvement and other issues affecting agencies that work with Aboriginal kids in out-of-home care.



Linda Mallett, Children's Guardian with Ben Holten and Leah Donovan from Burrun Dalai.

## Participation

- Chaired the Project Advisory Group for *Kids Participation on Case Planning* a joint project with the CREATE Foundation, NSW Commission for Children and Young People and the Metropolitan North Region of the NSW Department of Community Services. The group used planning forums involving children and young people to develop resources to improve current practice in case planning.
- Chaired the *Kids Participation Committee* for the 9<sup>th</sup> Australasian Conference on Child Abuse and Neglect *Many Voices Many Choices* to be held in Sydney in November 2003. The Committee has representatives from the Association of Children's Welfare Agencies (ACWA), CREATE Foundation, NSW Commission for Children and Young People, NSW Department of Community Services, NSW Department of Education and Training, an independent early childhood consultant and two students – one from the NSW Student Representative Council (SRC) and another from the NSW SRC Conference Working Party.
- Chaired the *Youth Participation Committee* for the 15<sup>th</sup> International Society for the Prevention of Child Abuse and Neglect Conference *Working Together for a Child Safe World* in Brisbane in September 2004. The Committee has representatives from the Coffs Harbour Aboriginal Family Community Care Centre, CREATE Foundation, Queensland Commission for Children and Young People, Inspire Foundation, Kids Help Line, National Association for the Prevention of Child Abuse (NAPCAN) Australia and the Youth Coalition of the ACT.
- Co-sponsored 'Operation Art' to feature the artistic talents of children and young people in the Office. 'Operation Art' is an initiative of the Department of Education and Training and the Children's Hospital at Westmead.

### Kids participation in case planning

A number of government and non-government agencies got together with kids and carers to develop a resource for kids' participation in case planning, after the introduction of the *Children and Young Persons (Care and Protection) Act 1998*. The agencies involved were the Central Coast Network of the Metropolitan North Region of the NSW Department of Community Services, CREATE Foundation, NSW Commission for Children and Young People and the Office of the Children's Guardian.

Seven young people with a range of care experiences worked to develop a model to help kids in care participate in case planning. It includes a range of tools that can be used

The young people who were involved in the project had some powerful things to say about why their participation in case planning is so important:

We need to be listened to more than we are now. (Jack 15)

I would like to have my say and receive help on the things that need to happen...the ones who do participate often get a good chance. (Jessica 15)

Because adults need to have an idea on what kids would like and know what's best. (Marie 17)

So they can have a say in what happens to them and their life. (Donny 12)

in different care settings. These tools, including cue cards and the 'What Is Important' game will be produced as an additional module to the NSW Commission for Children and Young People's kit - *TAKING PARTicipation seriously* – a kids' perspective about their participation in case planning.

The project has found that adults have to adapt to a kid's way of working. This can involve fitting the length, place and meeting times in with young people's school and other commitments. Kids want to be involved in decision-making and want to be asked and heard. Insincerity is recognised very quickly. Most importantly, strong relationships with kids and between kids, allows them to work together as a team with adults.

The seven young people will present the findings and the process used to develop the model at a forum for key decision makers called *Kids in Casework* in July 2003. These same young people have had their abstract selected for the 9th Australasian Conference on Child Abuse and Neglect *Many Voices Many Choices* in Sydney in November 2003.

The project will address recommendation 36 of the Final Report of the NSW Legislative Council Standing Committee on Social Issues on Child Protection Services: Care and Support. That recommendation states that the NSW Department of Community Services, the NSW Office of the Children's Guardian and the NSW Commission for Children and Young People should develop tools and resources for the participation of children and young people in case planning. All out-of-home care providers can use these tools and resources to ensure such participation occurs.

**Kids participation at the 9th Australasian Conference on Child Abuse and Neglect, Sydney, November 2003, *Many Voices Many Choices*.** Children and young people from all across Australia will join other conference delegates to exchange and discuss ideas and strategies for the prevention and reduction of child abuse and building resilient communities. Children and young people will speak about their experiences in decision-making and the resources and tools they need to help them make important decisions. They will discuss the kinds of things that are important to them and essential for workers and other decision makers to know about when listening to their voices.

Young Sydneysiders will welcome young people from interstate and introduce keynote and other speakers. A forum is planned where kids will talk about their particular experiences and prepare to speak at the conference lunch about what is important for them in making choices about their lives.

A social program has been organised offering a complimentary Bridge Climb, visits and tours of Sydney Aquarium, Sydney Airport Corporation and Wonderland. The young delegates have been fully sponsored by the NSW, Victorian, Tasmanian, South Australian, Queensland, ACT, West Australian and Northern Territory governments, the NSW Commission for Children and Young People, NSW Department of Community Services, Department of Ageing, Disability and Home Care, NSW Office of the Children's Guardian, the Queensland Commission for Children and Young People, the Aboriginal Child, Family and Community Care State Secretariat, Anglicare NSW and Wesley Mission Dalmar Child and Family Care.

Caseworkers felt strongly about hearing what children and young people have to say about their lives:

Because it affects their lives, both long term and short term. It empowers them so they don't feel powerless and more in control. (Caseworker)

I feel there is a lot of constraints placed on young people to say what they really think eg: divided loyalties, fear of reprisal, power imbalance, language barriers, etc. (Louise, caseworker)

I think the process is daunting enough for the most confident of children and I don't think enough info is given to the child on how the process works. Either that or the child's too young or has a disability which makes it harder for them to understand the process. (Emma, caseworker)

The Kids' Program has been organised with the invaluable assistance of members of the Kids' Committee.

Christine Reynolds – NSW Office of the Children's Guardian  
Dorian Sarkissian – NSW Commission for Children and Young People  
Eric Scott – Association of Children's Welfare Agencies  
Kimberley Stuart – Student Representative Council, NSW  
Linda Mallett – Children's Guardian  
Pauline Mackiewicz – NSW Department of Community Services  
Peta Lucas – NSW Commission for Children and Young People  
Rouel Dayoan – Young People's Reference Group  
Sarah Ludowici – CREATE Foundation  
Stuart Hearne – NSW Department of Education and Training  
Tonia Godhard – Early Childhood Consultant

**Kids' participation at the 15th International Congress on Child Abuse and Neglect, Brisbane, September 2004, *Working Together for a Child Safe World*.** The Organising Committee of the International Congress invited the Children's Guardian to co-chair a Youth Participation Committee with Samantha Keegan, Principal Communications Adviser from the Queensland Commission for Children and Young People. This is so that young people

from across Australia can join other congress delegates from around the world to exchange and discuss ideas and strategies about *Working Together for a Child Safe World*. Young peoples' participation at the congress is important as their voices help us all understand how to best help kids.

The seven congress streams which include young people are:

- **Health/Medical** Staying healthy and safe in body and mind.
- **Statutory services/investigation and assessment/legal interventions** What happens after you tell – Does the system work?
- **Therapy/intervention/family support** Different kinds of help for you and your family.
- **Child abuse and social policy** Policies government and other agencies should have to help kids.
- **Early intervention/prevention** Keeping kids safe from the beginning.
- **Cross-sectoral policy and practice** How different organisations can work together to help kids.
- **International issues in child protection** Creating safe places for kids wherever they may be.

Carers stressed the importance of children and young people getting involved in case planning:

They were not asked to attend and we were not informed the children could attend...to get their ideas and thoughts across. (Lorraine, carer)

To provide an insight into their thinking and ideas relating to their situation. (Carer)



Meeting of the Kids' Committee for the 9th Australasian Conference on Child Abuse and Neglect. (Left to right) Back row: Sarah Ludowici, CREATE; Tonia Godhard, Child Care Consultant; Peta Lucas, CCYP; Dorian Sarkissian, CCYP; Eric Scott, ACWA. Front row: Kimberley Stuart, Student Representative Council; Pauline Mackiewicz, DoCS; Linda Mallett, Children's Guardian.



# Accreditation and Monitoring of Designated Agencies

The Youth Participation Committee has the following representation:

|                  |                                                           |
|------------------|-----------------------------------------------------------|
| Garry Matthews   | Coffs Harbour Aboriginal Family and Community Care Centre |
| Linda Mallett    | NSW Children's Guardian                                   |
| Melanie Walsh    | NAPCAN                                                    |
| Pippa Collin     | Inspire Foundation                                        |
| Rory Jeffes      | CREATE Foundation                                         |
| Samantha Keegan  | Queensland Commission for Children and Young People       |
| Susan Pelligrino | Youth Coalition of the ACT                                |
| Wendy Reid       | Kids Help Line                                            |

## Our students

**Leonie Martin** is a social work student with Charles Sturt University who undertook her final placement with the Office of the Children's Guardian between January and April this year. Leonie's placement project involved researching the out-of-home care options for children and young people with complex emotional and behavioural needs. Leonie's project involved a literature review and interviews with a number of service providers. Her findings will assist the Office of the Children's Guardian in accrediting organisations that provide services to this group of children and young people.

**Kimberley Stuart** is a Year 10 student at the Campbelltown Performing Arts High School and a member of the NSW Student Representative Council. Kimberley did work experience with the Office for a week in April 2003. Here is her account of her experience:

*After working with the Office of the Children's Guardian on the Kids Committee for the 9th Australasian Conference on Child Abuse and Neglect, I knew that the OCG would be a great place to do my Year 10 work experience. I was particularly interested in child welfare issues, so the OCG seemed like a great place to elect, and it certainly was. I was the first High School student to ever do work experience at the OCG, so it wasn't only a new experience for me, but also for all of the workers. Everybody made me feel at ease straight away. I was treated equally to all of the workers and this made me feel completely comfortable.*

*I was really interested in learning more about the various aspects of out-of-home care, and the OCG gave me great insight to this. Not only did I spend time in the office learning about how to devise policies, but I also accompanied the OCG workers to various agencies such as Father Chris Riley's Youth Off The Streets and Stretch-a-Family where I experienced first hand the work involved with out-of-home care.*

*During my stay I also worked with various committees in preparation for the upcoming Child Abuse and Neglect Conference. Here I got to put forward my opinions as a youth to various welfare agencies. I enjoyed learning more about the finer details of the conference, as well as experiencing these various meeting procedures.*

*I was also given the fantastic opportunity of being on the interview panel to choose the OCG's new Project Officers. I learnt a lot of new skills and enjoyed this experience thoroughly. Being given a voice in selection processes such as these is very encouraging for the future of youth.*

*These were just the highlights of my week at the OCG, however the knowledge and experience that I gained over this short period of time was invaluable. I was heavily involved with various projects and constantly learning, even from simply observing the office practices. Visiting agencies was also something that really opened my mind as I actually experienced the great impact which these agencies have in the lives of so many children and young people today.*

*Work experience at the OCG was extremely beneficial for me and it was also a lot of fun. My career path has definitely been influenced by this incredible week. Working with the passionate and dedicated OCG employees, who truly care for children and young people, was definitely very rewarding.*

*I really enjoyed my stay at the Office of the Children's Guardian and will look forward to further contact with them in the future.*

## Work experience for the Children's Guardian

The Children's Guardian accepted an invitation from Minna Marlowe, Manager of Ngunya Jarjum Aboriginal Corporation Inc. in Casino and Steve Larkins, Chief Executive Officer of Hunter Aboriginal Children's Services, to spend some time with Aboriginal staff at their agencies to learn about the needs of Aboriginal kids in out-of-home care.

The Children's Guardian also participated in the selection of Aboriginal staff for the South Coast Medical Service Aboriginal Corporation with Craig Ardler, Chief Executive Officer and two Aboriginal members of the board.

## Key achievements

- Enrolled 30 designated agencies in the Voluntary Accreditation Program.
- Drafted the NSW Out-of-Home Care Standards and finalised the benchmark policies for the Standards.
- Developed the Office Accreditation and Quality Improvement Program and associated documentation, in response to recommendations of the Ministerial Advisory Committee, including:
  - Accreditation and Quality Improvement Guide for Organisations, including Gap Analysis Tool, Quality Improvement Plan, Self Study Record Book and Stakeholder Feedback Resource.
  - Accreditation and Quality Improvement Guide for OCG Staff, including a Self Study Report Audit Tool.
- Conducted 43 training sessions for 588 workers and authorised carers from designated agencies across NSW in six months. 117 agencies were represented at the training.
- Initiated a partnership with the Aboriginal Child, Family and Community Care State Secretariat, the University of Newcastle School of Social Sciences and Wollotuka School of Aboriginal Studies to develop a package of policies and procedures. They will reflect Aboriginal and Torres Strait Islander cultures, values and practices for accreditation and quality improvement purposes and help build the capacity of Aboriginal agencies to care for Aboriginal kids.
- Developed a proposal for case file audits as part of the Children's Guardian's responsibility for monitoring designated agencies, in response to recommendations of the Ministerial Advisory Committee.
- Conducted training for Office staff in planning, conducting and reviewing assessments in preparation for assessing applications for accreditation and auditing case files.

The Children's Guardian is responsible for the accreditation and monitoring of designated agencies in NSW under the provisions of the *Children and Young Persons (Care and Protection) Act 1998* (the 'Act') and the associated Regulations:

- *Children and Young Persons (Care and Protection) Regulation 2000.*
- *Children and Young Persons (Savings and Transitional) Regulation 2000.*



The Office prepared itself and the out-of-home care sector for accreditation and monitoring in a number of ways:

- Conducting a voluntary accreditation program.
- Training deemed designated agencies, carers and others.
- Drafting the *NSW Out-of-Home Care Standards*.
- Finalising benchmark policies for the standards.
- Developing internal office policies and procedures for the Accreditation and Quality Improvement Program.
- Developing guidelines for applicants for the Accreditation and Quality Improvement Program (AQIP).
- Proposed a preliminary Case File Audit Program as part of the Children's Guardian's monitoring function.

#### Development of the Accreditation and Quality Improvement Program (AQIP)

Under the *Children and Young Persons (Care and Protection) Act 1998*, one of the functions of the Children's Guardian is to accredit as designated agencies, organisations that wish to provide out-of-home care services using standards approved by the Minister for Community Services.

#### Existing service providers

The Office completed the development of its Accreditation Certification Program during the past year. The program was also tested and refined in anticipation of proclamation. Piloting of the program suggested that some organisations presently supervising children and young people, that qualify as designated agencies following proclamation, will require a longer period to prepare for accreditation than is provided for in the transitional regulation.

In response, the Office developed an Accreditation Quality Improvement Program to complement the Accreditation Certification Program. Together they form the Accreditation and Quality Improvement Program (AQIP). Both programs have common standards and requirements. The Office has developed a range of materials to inform agencies about the AQI program and guide them through the process. These resources will be available on the OCG website.

Under the changes, designated agencies will have the choice of participating in the Accreditation Quality Improvement Program until they are confident of being able to achieve accreditation certification for three years. The approach taken by the Office in developing the Accreditation Quality Improvement Program is to ensure minimum standards are met while at the same time adding value to out-of-home care services. That is, while acknowledging the gaps in individual services, the Office seeks to work with organisations by building on their strengths. This helps them to optimise the services provided to children and young people in care and avoids disrupting placements.

#### New service provider

New service providers who want to start arranging out-of-home care services will need to undergo Accreditation Certification. This means they will have to demonstrate that they can meet the minimum requirements and provide a satisfactory standard of care. Over time these strategies will result in improvements in the quality of care provided to children and young people.

In comparison, designated agencies that choose the Accreditation Quality Improvement path negotiate with the Office the improvements they need to make. These improvements are set out in an Accreditation Quality Improvement Agreement along with the time frames within a three year development cycle. Further three year periods can be negotiated as required. The Office will actively work with each organisation during this time to improve their quality of care.

#### Screening and application

The Office used a Screening Tool to review organisations and determine their need to be accredited. If applicable the organisation was provided with an Application Package. The Office then met with the organisations to discuss the program before asking them to complete an Application and Accreditation Agreement. The organisation and staff from the Office then jointly carried out a Gap Analysis. This involves evaluating an organisation's services against the *Updated NSW Standards for Substitute Care Services*. This identifies any deficiencies and, if required, a Quality Improvement Plan is developed. The Gap Analysis and preparation of the Quality Improvement Plan are central to the Accreditation and Quality Improvement Program. The diagram on the following page outlines the Accreditation and Quality Improvement processes used by the Office.

#### Accreditation Certification or Accreditation Quality Improvement?

Once the Gap Analysis and Quality Improvement Plan are completed the organisation, a designated agency, decides whether to pursue accreditation certification or choose a period of quality improvement. If Accreditation Certification is chosen (this is mandatory for new service providers) the organisation prepares their Self Study Report. The Office assesses the Self Study Report and makes an accreditation decision.

#### Active participation in Accreditation and Quality Improvement

A key component of the program is that each organisation must actively participate. Organisations demonstrate their active participation by entering into a written agreement with the Children's Guardian to progressively improve, within agreed times, the aspects of their services that do not meet the standards. It is up to organisations to decide if they want to move out of the Accreditation Quality Improvement Program and into the Accreditation Certification Program. However their continued involvement in the program is dependent upon their active participation. If they are not actively participating they can be required to transfer out of the Accreditation Quality Improvement Program and seek Accreditation Certification. The Children's Guardian will seek the Minister's agreement before asking an organisation to leave the Quality Improvement Program and apply instead for Accreditation Certification.



## Snapshot of AQIP

### Existing Out-of-Home Care Providers



### Potential Out-of-Home Care Providers

### Screening Process

If after screening accreditation is not required, organisation exits process



## Application Phase

- Organisation receives **accreditation application package**.
- OCG briefs organisation re **accreditation process** and **reviews applicable standards**.
- Organisation completes and lodges the **application form, associated materials** and the **Accreditation Agreement**. OCG issues certificate of intent.
- Organisation and OCG conduct **Gap Analysis** and complete **Quality Improvement Plan**.
- **Existing out-of-home care providers** and OCG jointly decide whether to pursue Accreditation Certification or enter the Quality Improvement Program.
- **Potential out-of-home care providers** move **directly to Accreditation Certification** and negotiate timeframes for completion of (optional) draft Self Study Report (SSR).



## Quality Improvement

- OCG issues **Accreditation Quality Improvement Certificate**.
- Organisation makes improvements agreed to in the **Quality Improvement Plan**.
- Organisation provides **progress reports** to OCG at agreed times.
- At the end of each development cycle the organisation and OCG **undertake a review** to assess the degree of compliance with the standards and identify further work required. Every 3 years the organisation and OCG undertake a further Gap Analysis and negotiate the matters to be addressed over the next three years.

Option for agencies demonstrating ability to achieve accreditation for 3 years.



## Accreditation Certification

- Organisation **completes SSR** and **may submit a draft** to the OCG for comment. If a draft report is submitted, OCG undertakes preliminary audit of the SSR and provides feedback to organisation in a **Preliminary Audit Report**.
- Organisation **submits finalised SSR and supporting evidence** to the OCG. If appropriate, recommendations and comments from the Preliminary Audit Report are taken into account by the organisation.
- OCG **undertakes accreditation audit** and produces an **Accreditation Report with recommendations**.
- OCG **grants or refuses accreditation**.
- If **Children's Guardian grants accreditation** the organisation will be informed in writing and receive a **Certificate of Accreditation** for 1, 3 or 5 years.
- If **Children's Guardian refuses to grant accreditation** the organisation will be advised in writing of their rights and the process to have the decision reviewed. Organisation is also eligible to apply again for accreditation.

## What happens to DoCS?

DoCS has already decided to participate in the Accreditation Quality Improvement Program and is moving towards meeting the same standards as every other designated agency providing out-of-home care. However, should DoCS cease to actively participate in the program the options available to the Children's Guardian include asking the Director-General to provide a report on the issues of concern. In addition, the Children's Guardian has the options of giving the Minister a report and providing Parliament with a special report. Specific issues of concern can also be referred to the appropriate authority for investigation, such as the NSW Ombudsman. In all instances, the Children's Guardian is to advise the Minister of any proposed action.

## NSW Out-of-Home Care Standards

The *Updated NSW Standards for Substitute Care Services* were published on the Office website in June 2002 for use with the voluntary accreditation program. As the voluntary accreditation program progressed, it became evident that some organisations were providing residential care and not foster care, whilst some organisations had a combination of both residential care and foster care. The Office proposed four new draft standards for residential care. They are:

- 2A Residential care is provided in a personalised environment
- 10.2 Residential care worker employment, recruitment, selection and appointment
- 10.4 Residential supervision and support
- 10.6 Residential training and development.

Standard 3.7 Nutritional requirements for children and young people, particularly those with special needs, was also proposed as a new standard. This follows recommendations from the NSW Obesity Summit and the Community Services Commission report *Young Deaths – Children with Disabilities in Care*. This report covered the deaths of several young children who had lived in Mannix and Whitehall. Poor nutrition and inadequate assessment and management of their eating and drinking requirements may have contributed to their deaths.

It was proposed that the title of the standards be changed to the *NSW Out-of-Home Care Standards* to reflect the language of the Act and because the previous name was long winded.

## Finalising benchmark policies for the standards

When applying for accreditation the Office requires applicant organisations to include a number of details about the services to be provided. Wherever possible, in order to provide for transparent and consistent decision making, the Office has adopted the practice of developing either model statements or setting out the Office's expectations of what such statements should contain. These statements are based on the legislative requirements, research findings and practice wisdom. They can be suitably adapted and used by organisations seeking accreditation.

Building on the benchmark policies developed during 2001-2002, this year the Office developed a number of statements by which to assess proposed models of out-of-home care, how organisations determine which children and young people they are able to care for and how they determine the type of out-of-home care to be provided. These matters are set out in the following papers which can be found on the Office website:

- Contemporary Out-of-Home Care Philosophy Statement.
- Philosophy of Care Statement, Program Objectives, and Program Criteria.

The benchmark policies make explicit the policy area and content the Office expects designated agencies to address when applying for accreditation.

## Developing policies and procedures for Accreditation and Quality Improvement

The following resources were developed to guide organisations through the Accreditation and Quality Improvement Program:

- Accreditation and Quality Improvement Guide for Organisations
- Accreditation Screening Tool
- Accreditation Checklist
- Gap Analysis Tool
- Quality Improvement Plan
- Stakeholder Feedback Resource
- Self-Study Record Book



### Accreditation and Quality Improvement Program for Aboriginal organisations

An evaluation of the Office's Accreditation and Quality Improvement Program made it apparent that the Accreditation and Quality Improvement Program was 'anglocentric' and did not sufficiently recognise Aboriginal and Torres Strait Islander cultures, values and practices.

In response expressions of interest were sought from three NSW universities which had a School of Social Work, an Aboriginal Studies Unit and a significant Aboriginal and/or Torres Strait Islander student population. They were asked to prepare a generic package of accreditation policies and procedures that reflected Aboriginal and Torres Strait Islander cultures, values and practices. The University of Newcastle was successful in gaining this project. It has committed staff from both the School of Social Sciences and the Wollotuka School of Aboriginal Studies and Aboriginal and Torres Strait Islander post graduate students to the project.

The project will be supervised by a steering committee, chaired by the Children's Guardian, Linda Mallett and consisting of Steve Larkins, Chief Executive Officer, Hunter Aboriginal Children's Services, Russell Freeburn, Chief Executive Officer, Aboriginal Child, Family and Community Care State Secretariat, Minna Marlowe, Manager, Ngunya Jarjum Aboriginal Corporation, Harry Bell, Coordinator, Burrum Dalai Aboriginal Corporation and from the Office, Bruce Valentine, Director and Toni Mulholland, Senior Project Officer.

The project will take 12 months and once completed a training program will be prepared to introduce the material to the staff of Aboriginal and Torres Strait Islander out-of-home care organisations. During the life of the project the university is expected to liaise with and provide regular feedback to the committee and the services for which the package is being developed. The project will also be evaluated for its application to other out-of-home care service providers.

### Voluntary accreditation program

Commencing early in 2003 the Office invited all agencies funded or licensed by the Department of Community Services to join the Accreditation and Quality Improvement Program. Of the 56 agencies initially approached (the number of agencies is increasing as new organisations are set up) 42 indicated an interest in doing so. 27 agencies have completed Part A of the Accreditation Agreement as at 30 June 2003. 28 agencies have undertaken their Gap Analysis and 14 have formulated their Quality Improvement Plan, in conjunction with the Office. At this point each service has to decide whether to transfer to the Accreditation Quality Improvement Program or continue on and prepare their Self Study Report.

Feedback from agencies has been mixed. Initial feedback led to the development of the Accreditation Quality Improvement Program. To date the most significant concern is about how much staff time the Accreditation Certification and Accreditation Quality Improvement Programs will demand of an agency. While experience has shown that undertaking a Gap Analysis and preparing a Quality Improvement Plan takes between one and two days, there is no uniform response to this question and an estimate cannot be made until the Gap Analysis is completed.

At this time there is insufficient information available about the impact on organisations of preparing a Self Study Report or undertaking Accreditation Quality Improvement. However, every organisation, even those that were hesitant about making the commitment to undertake their gap analysis, having done so have been enthusiastic about proceeding. The value adding approach has been well received.

### Monitoring of designated agencies

The Children's Guardian also has responsibility for monitoring the responsibilities of designated agencies. While work began on developing monitoring processes, it was not finalised during 2002/2003 due to the changes in the Accreditation and Quality Improvement Program. It is anticipated that this work will be completed in 2003/2004 and include case file audits of children and young people in out-of-home care. The work the Office has done in preparation for case file audits is detailed on page 23 of this report.

### Training about the role of the Children's Guardian and out-of-home care

The Office conducted 43 training sessions across NSW between July and December 2002. The training focused on the effective use of procedures, directions and guidelines developed in 2001/2002. These were aimed at helping designated agencies and authorised carers fulfill their responsibilities under the *Children and Young Persons (Care and Protection) Act 1998* and the Accreditation and Quality Improvement Program.

Topics included:

- The role and functions of the Children's Guardian.
- What is out-of-home care? Timeframes and Responsibilities.
- Guidelines for voluntary out-of-home care – Intake and Assessment Procedures.
- Requirements of care plans and lodging them with the Office.
- Parental, supervisory and care responsibilities.
- Accreditation requirements for designated agencies.

### Training strategy

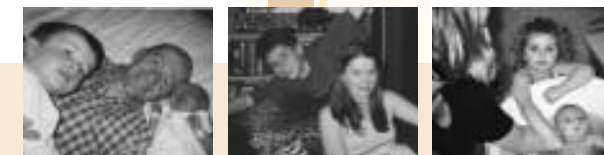
The Office delivered training to 53 agencies in the substitute care sector. Separate training sessions were delivered to 64 organisations in the disability sector, which were identified with the assistance of the Department of Ageing, Disability and Home Care (DADHC). The Office acknowledges DADHC for its financial support of \$46,310 for training staff from disability agencies. A full list of all the agencies who attended the training presentations can be found in Appendix 2.

The training sessions were promoted through an information pamphlet that was emailed to all potential designated agencies and organisations in the substitute care and disability sectors. Advertisements were placed in the Association of Children's Welfare Agencies and Foster Care Association newsletters. Information was also placed on the Office website.

A total of 588 people attended the training. 344 of those people were from the substitute care sector and 244 were from the disability sector. Twenty-eight sessions (65%) were delivered in the greater Sydney area, most at the Office of the Children's Guardian in Parramatta. Fifteen sessions (35%) were conducted in regional NSW including Wagga Wagga, Dubbo, Lismore, Bathurst, Broken Hill, Port Macquarie, Coffs Harbour, Bowral and Kempsey.

### Feedback

Ninety percent of all participants provided feedback about the training. Participants were generally positive about all aspects of the training sessions. Although over half of the participants had received some previous training, 99% of participants felt they had gained more knowledge and increased skills in the area of out-of-home care. Most participants said that the content was new to them and 88% said that they would work differently as a result of the training. Almost half of the participants believed that there were barriers in their workplace that prevented them from doing this.



Participants said that they were keen to receive further training after proclamation is announced, especially in the areas of accreditation and delegations. Participants from rural areas were pleased that they had been targeted, as they felt that they were often neglected in the provision of training.

### Planning to conduct case file audits

The Ministerial Advisory Council (MAC) has recommended that the Children's Guardian undertake case file audits instead of reviewing the case plans for each child or young person in out-of-home care (section 181(1)(d)). More than 5,000 plans for children and young people would have been submitted annually. Auditing is an effective method that ensures every child and young person in out-of-home care has a current case plan that is regularly reviewed.

Additionally, it ensures there is no overlap in function between the Children's Guardian and the NSW Ombudsman, which would have imposed a dual regulatory responsibility upon designated agencies. This could have resulted in the Children's Guardian and the NSW Ombudsman reviewing the same cases.

In response to this recommendation, the Children's Guardian consulted the NSW Auditor General and the Australian Bureau of Statistics to develop and circulate for comment a draft Case File Audit and Review Program with the following features:

- Annual compliance certification by chief executive officers of designated agencies. This is an undertaking by a chief executive officer that the requirements of the Act have been met in relation to the audit coverage.
- Random sampling of case files for inclusion in the audit program. This is so the audit includes a representative sample of all children and young people in out-of-home care in relation to the audit coverage.



- A standardised instrument for initial audit of case files and subsequent compliance audit beginning 12 months after commencement of the relevant sections of the legislation. This is so that all Office staff are using the same audit tool for all case files in all designated agencies.
- On-site review of case files. This is so that the Office maximises the amount of information available for the audit and liaises directly with agency staff.
- Determination of the annual audit program, based on findings from the previous year's audit, research, reports from other agencies and stakeholder feedback. This is so that the Office maximises audit coverage of children and young people in out-of-home care and key priorities are addressed.
- Memorandum of Understanding with the NSW Ombudsman. This is so the Office maximises audit coverage of children and young people in out-of-home care and minimises the costs and regulatory impost on designated agencies.

Briefings about the draft case file audit program were held for members of the Ministerial Advisory Committee, CREATE Foundation, government agencies, peak organisations and designated agencies in May 2003. Copies of the draft program were sent to all designated agencies with an invitation to comment and to use the audit instrument for reviewing their case files in preparation for Office audits.

The results of the case file audits will be used to assist designated agencies to demonstrate that they meet the relevant standards. The results can also be used as a quality improvement tool to achieve better outcomes for children and young people in out-of-home care. They can also be used to help assemble data that informs out-of-home care policy and practice in NSW, identify areas for further research and provide information about the training and development needs of staff and the sector. The results will assist the Children's Guardian to monitor the responsibilities of designated agencies under the legislation and to provide information and advice to the Minister and Parliament.

What some of the trainees said about the training we provided:

**'This is such an important issue these training sessions should be run again after proclamation to ensure people are still abreast.'**  
(Newcastle)

**'The training helped me to identify gaps in service and identify what changes need to be made.'** (Parramatta)

**'I gained a clearer understanding of the responsibilities of government departments and agencies.'** (Wagga Wagga)

**'I gained a great deal of knowledge, and from the exercises at the end, learnt how to put that knowledge into practice.'** (Parramatta)

**'As a manager I will monitor the out-of-home care processes more eagerly.'** (Newcastle)

**'As a result of the training I will prepare for proclamation by beginning to work in accordance with the Act as much as possible.'**  
(Parramatta)

**'I will start to develop processes, policies and procedures for working with the system.'** (Newcastle)

It is anticipated that the priority for the first and second years of the audit will be children and young people on final court orders which assign parental responsibility to the Minister. The audit will focus on a sample of these case files and will provide the Minister with an indication of current practice and identify areas of improvement. The sample will include children and young persons for whom permanency planning is a high priority and should be commenced if not already being undertaken.

#### Legislative changes

The *Community Services Legislation Amendment Act 2002* was proclaimed on 1 December 2002. This Act clearly places the responsibility for investigating or resolving a dispute that is the subject of a community services complaint with the NSW Ombudsman.

#### E-business

##### Key achievements

- Adopted major e-business reforms recommended by the Office of Information Technology, including online purchasing and human resources reporting.
- Maintained and added information onto the website [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au)
- Advertised and received job applications through Jobs.nsw.
- Room bookings received through the website from agencies working with kids.
- Feedback and complaints accepted via email [kids@kidsguardian.nsw.gov.au](mailto:kids@kidsguardian.nsw.gov.au) or our website [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au)

#### Complaints and Feedback Management System

The Complaints Management System is used to monitor the processing of complaints about the Office of the Children's Guardian from the date they are received until the date they are resolved. The database is designed to categorise complainants, complaint types and outcomes so that statistics can be collated with ease. It supports the Office's Complaints Handling Policy and Procedures. No complaints were received about the Office, its staff or services during 2002/2003.

#### Website – [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au)

The homepage on the Office's website received 6,664 hits in 2002/2003. One quarter of this total accessed the Updated NSW Substitute Care Standards page. Other popular pages include the benchmark policies, general accreditation information and job vacancies.

The public was also supported by two interactive communication channels. These include the Office e-mail address [kids@kidsguardian.nsw.gov.au](mailto:kids@kidsguardian.nsw.gov.au) and an online enquiry function on the website. 569 inquiries were received electronically during the year, including requests for information and publications. The inquiries came from individuals, designated agencies, other government departments and peaks operating in the sector.

#### Care Review System (CRS)

A highly secure IT system known as the Care Review System (CRS) was developed at no cost to designated agencies, to assist them with the transmission of case plans and to review reports. The CRS was decommissioned in May 2003 after it was recommended that the Office should conduct audits of case files of children and young people in out-of-home care. Every user was personally contacted and informed of the Children's Guardian's decision about the CRS.





# Quality Management Program



The Office successfully gained recognition against an international standard for the Accreditation and Quality Improvement Program (AQIP) in May 2003. The Office obtained accreditation according to AS/NZS ISO 9001:2000 Quality Management Systems – Requirements.

SAI Global Assurance Services conducted the audit that required the Office to undertake a comprehensive self-assessment and continuous improvement, to demonstrate results and to have this externally evaluated. The decision to proceed with this application was made after an assessment of a range of accreditation providers. The Office's success in gaining this recognition demonstrates our commitment to quality improvement in the out-of-home care sector.

**Standard: AS/NZS ISO 9001:2000**

## Scope of Certification:

The registration covers the Quality Management System for the design and accreditation of designated agencies and to monitor their responsibilities under the *Children and Young Persons (Care and Protection) Act 1998*.



Quality Endorsed Company (QEC) Certification Logo.

## Assessment training for staff

The Office was required to meet a number of standards as part of its application for certification as a quality endorsed company. One of those standards requires that staff members who perform work that affects service quality should be trained to ensure that the quality management system works to its potential.

The Office organised training so that staff could gain an assessment qualification that covered the VETAB core competencies of Plan Assessment (BSZ401A), Review Assessment (BSZ402A) and Conduct Assessment (BSZ403A).

Customised training to gain a *Statement of Attainment in Workplace Assessment* was conducted by the Centre for Community Welfare Training (CCWT), which is a registered training organisation. It covered the theory and practice opportunities for planning, conducting and reviewing assessments that will be required for applications for accreditation and case audits. It also included material on the National Training Framework and its standards.

## Cultural awareness training for staff

All Office staff attended a cultural awareness training day in July 2002 to assist them in understanding some of the issues confronting Aboriginal and Torres Strait islander agencies, caseworkers, children and young people in care, their families and communities. The training was conducted by Russell Freeburn, the Chief Executive Officer of the Aboriginal Child, Family and Community Secretariat.

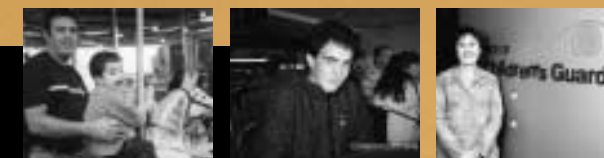
## Meeting rooms

The Office has two meeting rooms available to encourage the participation of children and young people in the work of the Office and the broader community. There is no charge for using the rooms for children and young people or for those groups working with them.

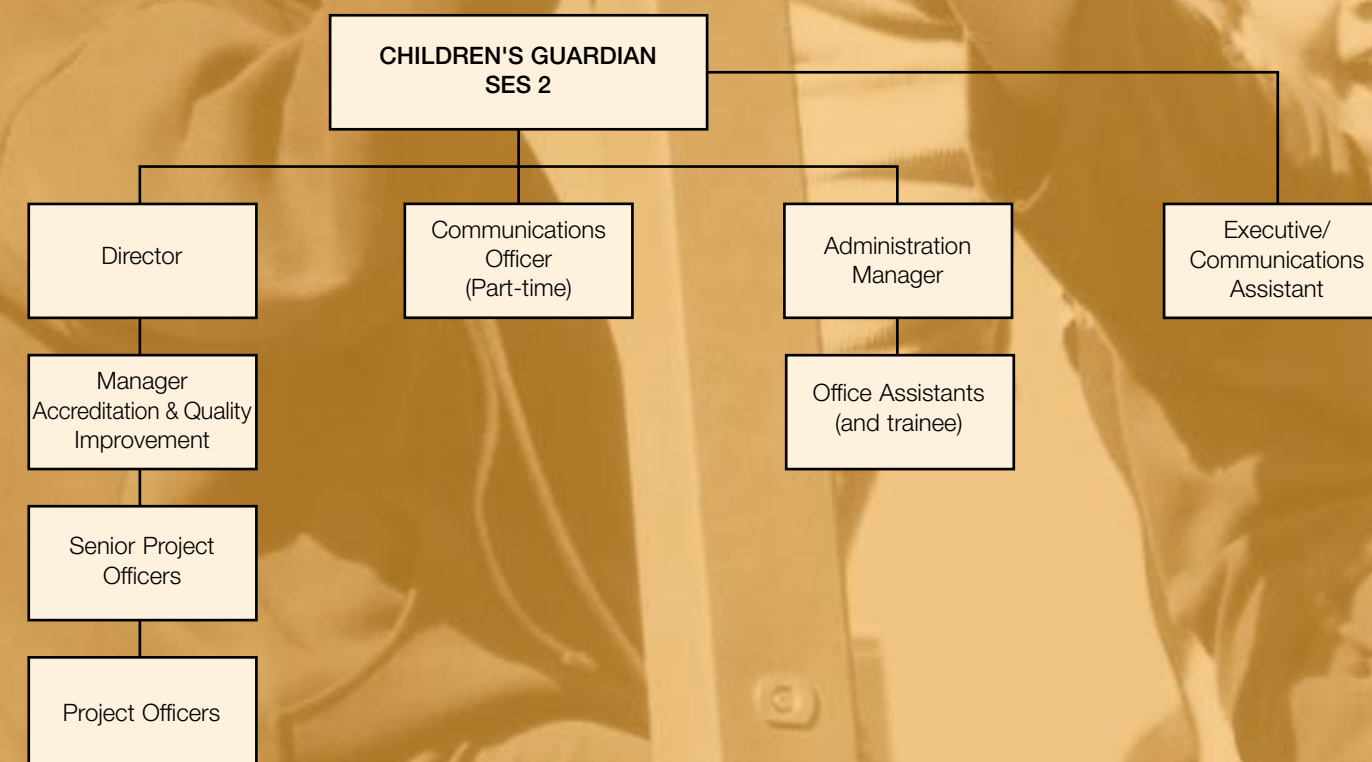
The Participation room and Best Interest room were used on 49 occasions by the following organisations:

NSW Committee on Adoption and Permanent Care  
Community Services Commission (now the Community Services Division of the NSW Ombudsman)  
Department of Community Services  
Department of Commerce – Central Corporate Services Unit  
Foster Parents Support Network  
Department of Ageing, Disability and Home Care  
Interchange Respite Care  
Links Youth and Disability  
Marist Youth Care  
Thomas Wright Institute  
Youth Action Policy Association

# Organisational Structure



The Office operated under a new structure from March 2003. This structure was implemented in preparation for proclamation of the Children's Guardian's functions.





# The Executive Team

The role and profile of the executive team is as follows:



**Children's Guardian, Linda Mallett**

Linda Mallett has over 20 years experience working with issues affecting children and young people and their families in a variety of government and community based agencies. She was previously the director at the Commission for Children and Young People. She has a Bachelor of Social Work (Hons.), Master of Social Work, Master of Business Administration and a Graduate Certificate in Dispute Resolution



**Director, Bruce Valentine**

Bruce Valentine is a social worker who joined the Office in 2001. He has spent his whole career working in human service organisations, including 25 years in the Department of Community Services. He has an honours degree in social work and is presently studying for the degree of Doctor of Philosophy.



**Manager Accreditation and Quality Improvement, Susan Nicolson**

Susan Nicolson joined the Office in 2001. She has a B.A. (Hons) Dip.Ed. and a Graduate Diploma in Educational Studies and is presently studying for the degree of Doctor of Philosophy. She has spent her whole career working in human service organisations, including 10 years in the Department of Education and Training.



**Senior Legal Officer, Bao-Er**

Bao-Er started work as the senior legal officer at the Office in June 2001. He has worked in a wide variety of child welfare related positions: teacher, youth worker, administrator, district officer, child protection worker, disability services worker, legal officer, children's registrar, senior legal officer, and manager. Bao-Er is currently on a secondment to the Attorney-General's Department as the acting Manager, Children's Court Services. He has a Master of Laws (Honours I), Graduate Diploma in Legal Practice, Bachelor of Laws, Bachelor of Arts and a Diploma in Teaching.



**Administration Manager, Sharon Cannard**

Sharon Cannard joined the Office in 2001 and set up the corporate support systems. She has worked in the NSW public service since 1984 in various administrative roles, including Administration Manager at the Commission for Children and Young People. Sharon was involved in setting up a Disaster Recovery Centre in response to severe floods in western NSW, while at the Department of Community Services. She also established the corporate support functions at the NSW Institute of Sport before the 2000 Olympics. Sharon has a Diploma of Human Resource Management and is a Justice of the Peace.

# Statutory Returns and Additional Statements

In this chapter, we report our obligations under the *Children and Young Persons (Care and Protection) Act 1998*. We also report our obligations under the *Annual Reports Act 1985*.

These include:

1. Principal acts administered
2. Aims and objectives
3. Access
4. Management and structure
5. Ministerial advisory committees and statutory bodies
6. Office staff as members of significant statutory and interdepartmental bodies
7. Funds granted to non-government community organisations
8. Program and program areas
9. Economic or other factors
10. Management and activities
11. Major assets
12. Research and development
13. Human resources
14. Equal Employment Opportunity (EEO)
15. Use of consultants
16. Disability Strategic Plan
17. Property disposals
18. Overseas visits
19. Consumer response
20. Guarantee of Service
21. Payment of accounts
22. Risk management and insurance activities
23. Disclosure of controlled entities
24. Code of Conduct and Ethics
25. Ethnic Affairs Priorities Statement
26. NSW Government Action Plan for Women
27. Occupational Health and Safety
28. Freedom of Information requirements
29. Environmental Policy Statement
30. Privacy and Personal Information Protection Act 1998
31. Performance of executive officers

Our obligations for reporting under the *Children and Young Persons (Care and Protection) Act 1998*:

## Chapter 10, Part 3 Reports

There is a statutory obligation under this part of the Act regarding annual reports to Parliament, special reports to Parliament and the Minister and furnishing of draft reports to the Minister.

Section 187(2) indicates what must be included in the annual report. This is:

*A description of the activities of the Children's Guardian during that year in relation to the functions of the Children's Guardian. The Children's Guardian did not exercise the functions under Chapter 10, as the relevant sections were not proclaimed.*

*An evaluation of the response of relevant authorities to the recommendations of the Children's Guardian. The Joint Parliamentary Committee on Children and Young People has not published its report, so an evaluation of the response is not possible.*

*Any recommendations for changes in the laws of the State, or for administrative action, that the Children's Guardian considers should be made as a result of the exercise of the functions of the Children's Guardian.*

The Children's Guardian made recommendations to the Inquiry into the Education of Children and Young People in Out-of-Home Care in NSW, which was conducted by the Joint Parliamentary Committee on Children and Young People. The report is still under consideration.

Section 190(6) notes the *Annual Reports (Departments) Act 1985* is, in its application to the annual report of the Children's Guardian, modified to the extent necessary for the purposes of Chapter 10, Part 3. The Office of the Children's Guardian must meet its obligations under this Act and others as detailed below.

## 1. Principal acts administered

The Department of Community Services is responsible for administering the *Children and Young Persons (Care and Protection) Act 1998*. Chapter 10 is about the Children's Guardian.

## 2. Aims and objectives

The NSW Government established the Office of the Children's Guardian on 15 December 2000. Under the *Children and Young Persons (Care and Protection) Act 1998*, the Children's Guardian is responsible for:

- exercising the parental responsibilities of the Minister for a child or young person for the benefit of the child or young person;



- promoting the best interests of all children and young persons in out-of-home care and ensuring their rights are safeguarded and promoted; and
- examining case plans, permanency and restoration plans, accrediting designated agencies and monitoring their responsibilities under the Act and the Regulations.

The Office of the Children’s Guardian is an independent organisation that reports directly to the Minister for Community Services. Its aim is to work with others to improve out-of-home care for children and young people in NSW.

3. Access

NSW Office of the Children’s Guardian  
Level 6, 10 Smith Street, Parramatta NSW 2150  
Phone: 9025 4200 Fax: 9025 4299  
E-mail: kids@kidsguardian.nsw.gov.au  
Website: www.kidsguardian.nsw.gov.au  
Service hours: Monday to Friday - 9am to 5pm.

4. Management and structure

**Principal Officer**  
Children’s Guardian, Linda Mallett  
Bachelor of Social Work (Hons.)  
Master of Social Work  
Master of Business Administration  
Graduate Certificate in Dispute Resolution

Significant committees of the office and names of committee members

**Executive Team**  
Linda Mallett, Children’s Guardian  
Bao-Er, Senior Legal Officer (until 3 June 2003)  
Bruce Valentine, Manager Accreditation and Quality Improvement (until 16 June 2003), Director (from 16 June 2003)  
Sharon Cannard, Administration Manager  
Susan Nicolson, Acting Manager Case Monitoring and Review (until 4 July 2003), Manager Accreditation and Quality Improvement (from 4 July 2003).

5. Ministerial advisory committees and statutory bodies

The Office of the Children’s Guardian provided key policy advice to the Ministerial Advisory Committee established to progress the proclamation of the Children’s Guardian, as its first priority in the Community Services portfolio.

6. Office staff as members of significant statutory and interdepartmental bodies

**ACWA Research Reference Group**  
Susan Nicolson, Manager Case Monitoring and Review

**Centacare Adoption Services Approval Panel for Prospective Adoptive Parents**  
Mary Griffin, Senior Project Officer (until 9 May 2003)

**Children’s Court Advisory Committee**  
Linda Mallett, Children’s Guardian

**Central Corporate Services Unit Advisory Board**  
Sharon Cannard, Administration Manager

**DoCS Research Reference Group**  
Bruce Valentine, Director

**Heads of Government Legal Department Meetings**  
Bao-Er, Senior Legal Officer (on secondment to Attorney General’s Department from 3 June 2003)

**Kids Participation in Case Planning Project Advisory Group (DoCS, CCYP, CREATE and OCG)**  
Linda Mallett, Children’s Guardian (Chairperson)  
Karen Smith, Project Officer (until November 2002)  
Narelle Gurney, Project Officer (until April 2003)  
Mary Griffin, Senior Project Officer (until 9 May 2003)

**NSW Committee on Adoption and Permanent Care Inc.**  
Mary Griffin, Senior Project Officer (until 9 May 2003)

**9<sup>th</sup> Australasian Conference on Child Abuse and Neglect 2003, Organising Committee**  
Linda Mallett, Children’s Guardian

**9<sup>th</sup> Australasian Conference on Child Abuse and Neglect 2003, Kids Participation Committee**  
Linda Mallett, Children’s Guardian (Chairperson)  
Angela Ricardo, Communications Officer (until 10 May 2003)  
Bettina King (on secondment to NSW Premier’s Department from 4 December 2002)  
Kaz Poulsen, Project Officer (until 10 May 2003)  
Christine Reynolds, Project Officer (from 12 May 2003)

**15<sup>th</sup> International Congress on Child Abuse and Neglect 2004, Organising Committee**  
Linda Mallett, Children’s Guardian

**15<sup>th</sup> International Congress on Child Abuse and Neglect 2004, Youth Participation Sub-Committee**  
Linda Mallett, Children’s Guardian (Co-chairperson)

7. Funds granted to non-government community organisations

There were no funds granted to non-government community organisations.

8. Program and program areas

The NSW Government established the Office of the Children’s Guardian on 15 December 2000. Under the *Children and Young Persons (Care and Protection) Act 1998*, the Children’s Guardian is responsible for:

- exercising the parental responsibilities of the Minister for a child or young person for the benefit of the child or young person;
- promoting the best interests of all children and young persons in out-of-home care and ensuring their rights are safeguarded and promoted; and
- examining case plans, permanency and restoration plans, accrediting designated agencies and monitoring their responsibilities under the Act and the Regulations.

The Office of the Children’s Guardian is an independent organisation that reports directly to the Minister for Community Services. Its aim is to work with others to improve out-of-home care for children and young people in NSW.

9. Economic or other factors

There were no economic or other factors that affected the Office of the Children’s Guardian in its second full year of operation.

10. Management and activities

There was one management review organised by the Office in 2002/2003. SAI Global Assurance Services were engaged to review aspects of the Office’s voluntary accreditation program against standard AS/NZS ISO 9001:2000. Certification against this standard was achieved for a Quality Management System for five years.

11. Major assets

The major assets held by the Office include, office equipment, computer hardware, office furniture and fittings.

12. Research and development

The Office did not undertake any research and development this financial year.

13. Human resources

The Office recruited three permanent staff and five temporary staff during the past financial year. Two temporary staff left the Office to take up other positions when their contracts expired. Three permanent staff went on secondment to other government departments and another was on maternity leave for part of the reporting period. The Office had 71 % of its staff establishment filled at the end of June 2003.

Number of senior executive officers

| Number of senior executive positions at each level |         |         |
|----------------------------------------------------|---------|---------|
| Bands                                              | 30/6/02 | 30/6/03 |
| Level 6                                            | 0       | 0       |
| Level 5                                            | 0       | 0       |
| Level 4                                            | 0       | 0       |
| Level 3                                            | 0       | 0       |
| Level 2                                            | 1       | 1       |
| Level 1                                            | 0       | 0       |
| Total                                              | 1       | 1       |

| Numbers of female executives |               |             |               |
|------------------------------|---------------|-------------|---------------|
| CES/SES                      | staff 30/6/02 | CES/SES     | staff 30/6/03 |
| Total staff                  | Women         | Total Staff | Women         |
| 1                            | 1             | 1           | 1             |
|                              |               | 100%        | 100%          |

Personnel policies and practices

The Office of the Children’s Guardian did not introduce any new personnel policies or practices in 2002/2003.

Industrial relations policies and practices

The Office of the Children’s Guardian participates in an Employee Assistance Program through Davidson Trahaire. It is a free, confidential counselling and advice service for staff and their immediate family members for work or personal problems. The Office pays for the service.

Training and staff development

Staff and students attended the following training and development opportunities during the reporting period. A total of \$23,367 was spent on these activities.

In-house training and development\* (\$14,492)

Cultural Awareness (14)  
Plan, Conduct and Review Assessment (14)  
Strategic Planning Day (14)  
**Total expenditure of \$14,492**

External courses\* (\$8,875)

Agencies Building Connections Forum (1)  
Business Excellence Australia – Driving Organisational Excellence Workshop (1)  
Bernie Mayer Advanced Mediation Seminar (1)  
IPAA CEO and Young Professionals Breakfast (3)  
IPAA Forum – From New Public Management to Public Value (1)  
IPAA Forum – UK Public Sector Innovation and Joined Up Government – Implementation, Lessons, Issues (1)  
Masterpiece (2)  
MS Excel Intermediate (1)  
MS Word (1)  
1<sup>st</sup> National Congress on Mental Health (1)  
National Indigenous Children’s Issues Conference (4)  
NSW e-Government Forum (1)  
Senior First Aid (1)  
The Regulation 69C Seminar (1)  
Young People on Boards and Committees (2)  
Youth and Family (2)  
Australasian Reporting Awards Seminar (1)  
**Total expenditure of \$8,875 (average of \$592 per person based on EFT of 15 staff)**

\*Figures in brackets represent the number of staff who attended.

Study leave

The Office of the Children’s Guardian encourages staff to undertake further study. 44% of the staff used study leave provisions in 2002 - 2003. The Office employs three doctor of philosophy candidates, two masters candidates, one bachelors candidate and one TAFE student:  
Ana-Marija Ciko – Master of Business Administration, University of Technology  
Bao-Er - Doctor of Philosophy (Law), Sydney University (on secondment to Attorney General’s Department from 3 June 2003)  
Bruce Valentine – Doctor of Philosophy (Social Work), Charles Sturt University  
Susan Nicolson – Doctor of Philosophy (Education), University of Tasmania  
Karen Smith – Masters of Social Science, UNSW (resigned 7 November 2002)  
Bettina King – Bachelor of Law, University of Western Sydney (on secondment to NSW Premier’s Department from 4 December 2002)  
Nora Ling – Certificate IV in Information Technology, Website Management.

14. Equal Employment Opportunity (EEO) EEO Action Plan Achievements

The Office of the Children’s Guardian’s EEO Action Plan aims to promote workplace policies and practices that are fair and equitable. This creates an environment where all workers are valued and respected and have opportunities to develop their full potential and pursue a career path of their choice.

Summary of 2002-2003 outcomes

- Children and young people participating on selection panels for staff are informed about the importance of equality in employment and fairness in the selection process.
- Access for all staff to training and development opportunities to ensure a skilled workforce.
- Family friendly work practices used by all staff.
- EmployAble disability awareness and employment training package for recruiting people with a disability.



## EEO COMPARATIVE STATISTICS

| Representation                                                | Office of the Children's Guardian |           |           |           | Depts<br>2002  | Public<br>Sector<br>2002 | Benchmark or<br>Govt Target |
|---------------------------------------------------------------|-----------------------------------|-----------|-----------|-----------|----------------|--------------------------|-----------------------------|
|                                                               | 1999                              | 2000      | 2001      | 2002      |                |                          |                             |
| Women (% of full-time staff)                                  | na                                | na        | 80%       | 80%       | 60%            | 51%                      | 50%                         |
| Women                                                         | na                                | na        | 83%       | 84%       | 60%            | 56%                      | 50%                         |
| Aboriginal People and Torres Strait Islanders                 | na                                | na        | 0%        | 6.6%      | 1.8%           | 1.6%                     | 2%                          |
| People Whose First Language was not English                   | na                                | na        | 0%        | 0%        | 12%            | 14%                      | 19%                         |
| People with a Disability                                      | na                                | na        | 20%       | 20%       | 7%             | 6%                       | 12%                         |
| People with a Disability<br>Requiring Work-Related Adjustment | na                                | na        | 0%        | 0%        | 2.2%           | 1.8%                     | 7%                          |
| <b>Total Staff</b>                                            | <b>na</b>                         | <b>na</b> | <b>12</b> | <b>19</b> | <b>130,525</b> | <b>281,719</b>           | <b>n/a</b>                  |
| Response Rate                                                 | na                                | na        | 83%       | 68%       | 58%            | 60%                      | 80%                         |

Notes:

- Figures for EEO groups other than women have been adjusted to compensate for the effects of non-response to the EEO data collection. Estimates based on response rates of less than 80% may not be accurate.
- Representation is calculated as the estimated number of staff in each group, divided by the total number of staff.
- na = Data not available.

## EEO DISTRIBUTION

| Distribution Index                                            | Office of the Children's Guardian |      |      |      | Depts<br>2002 | Public<br>Sector<br>2002 | Benchmark or<br>Govt Target |
|---------------------------------------------------------------|-----------------------------------|------|------|------|---------------|--------------------------|-----------------------------|
|                                                               | 1999                              | 2000 | 2001 | 2002 |               |                          |                             |
| Women                                                         | nc                                | nc   | nc   | nc   | 87            | 89                       | 100                         |
| Aboriginal People and Torres Strait Islanders                 | nc                                | nc   | nc   | nc   | 85            | 83                       | 100                         |
| People Whose First Language was not English                   | nc                                | nc   | nc   | nc   | 98            | 95                       | 100                         |
| People with a Disability                                      | nc                                | nc   | nc   | nc   | 100           | 102                      | 100                         |
| People with a Disability<br>Requiring Work-Related Adjustment | nc                                | nc   | nc   | nc   | 100           | 101                      | 100                         |

Notes:

- A Distribution Index of 100 indicates that the average salary level of the EEO group is the same as that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the Index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels.
- nc = Not Calculated. The Distribution Index is not calculated where the estimated number of staff in an EEO group is less than 20.
- A Distribution Index based on a response rate of less than 80% may not be accurate.

- Support of Aboriginal Employment Strategy:
  - The Office has two designated ATSI positions.
  - Recruitment of ATSI positions are advertised in the Koori Mail and Indigenous Times newspapers.
  - One position is substantively filled by an officer on secondment, who commenced in December 2002.
  - A temporary ATSI appointment was made for three months.
  - EFT during 2002-2003 was 0.75 of a position, however this is not reflected in our statistics as there was no ATSI person employed as at 30 June 2003.

### Summary of EEO Action Plan priorities for 2003-2004

- Continue to implement our EEO Action Plan and explore new initiatives.
- Continue to explore ways to introduce flexible working arrangements.

### 15. Use of consultants

There were no consultants engaged during the reporting year.

\$141,804 was spent on contractors in the area of data services and management of special projects, as resources were unavailable within the Office of the Children's Guardian.

### 16. Disability Strategic Plan

#### Disability Action Plan Achievements

The Office aims to create an environment which respects and values people with disabilities so they can participate equally in community life.

#### Summary of 2002 - 2003 outcomes

- EmployAble disability awareness and employment training package for recruiting people with a disability.
- People with disabilities have access to the Office premises.
- Young people through their participation on Office selection panels continue to be educated in the importance of equality in employment and fairness in the selection process.
- A performance review of the Office's website was conducted by the Office of Information Technology and Management as part of the 2002 Website Quality Program (11 February 2003). The Office website is compliant with website accessibility guidelines.

### 17. Property disposals

The Office does not own any properties and did not dispose of any during 2002 - 2003.

### 18. Overseas visits

There were no overseas visits undertaken by staff in 2002-2003.

### 19. Consumer response

The Office of the Children's Guardian received no complaints about its services during the reporting period.

As part of achieving certification against ISO 9000: 2001 SAI Global Assurance Services reviewed our Complaints Management System. It recommended that the Office should also capture positive feedback about its services and staff. The Complaints Management System is being reviewed to enable this information to be recorded.

### 20. Guarantee of Service

A copy is available at [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au)

### 21. Payment of accounts

#### Aged analysis at the end of each quarter

| Quarter   | Current<br>(i.e. within<br>due date)<br>\$ | Less than<br>30 days<br>overdue<br>\$ | Between 30<br>& 60 days<br>overdue<br>\$ | Between 60<br>& 90 days<br>overdue<br>\$ | More than<br>90 days<br>overdue<br>\$ |
|-----------|--------------------------------------------|---------------------------------------|------------------------------------------|------------------------------------------|---------------------------------------|
| September | 6,455                                      | 0                                     | 0                                        | 0                                        | 0                                     |
| December  | 3,107                                      | 0                                     | 0                                        | 0                                        | 0                                     |
| March     | 18,999                                     | 0                                     | 0                                        | 0                                        | 0                                     |
| June      | 13,332                                     | 0                                     | 0                                        | 0                                        | 0                                     |

#### Accounts paid on time within each quarter

| Quarter   | Total Accounts Paid on Time |        |         | Total Amount Paid<br>(\$) |
|-----------|-----------------------------|--------|---------|---------------------------|
|           | Target                      | Actual | \$      |                           |
| September | 95%                         | 100%   | 156,132 | 156,132                   |
| December  | 95%                         | 99%    | 233,729 | 236,816                   |
| March     | 95%                         | 94%    | 171,561 | 175,398                   |
| June      | 95%                         | 100%   | 292,183 | 292,183                   |

There were no instances where penalty interest was paid.

There were no significant events that affected payment performance during the reporting period. The target was raised by 5% with actual performance exceeding this target overall.

### 22. Risk management and insurance activities

There has been no report of any fraud or corrupt conduct in the Office made under the *Protected Disclosure Act 1994*.

The Office uses the services of the NSW Treasury Managed Fund to effect its insurance requirements.

#### Summary of claims paid

| Claim type            | Number   |
|-----------------------|----------|
| Workers' compensation | 3        |
| Motor vehicle         | 0        |
| Public liability      | 0        |
| Property              | 0        |
| Miscellaneous         | 0        |
| <b>Total</b>          | <b>3</b> |

#### Workers' compensation claims 2001/2002 by accident type group

|                                                             |                        |
|-------------------------------------------------------------|------------------------|
| Group                                                       | Claims as a % of total |
| Incidents occurring while staff travelled to and from work. | 100%                   |

### 23. Disclosure of controlled entities

The Office of the Children's Guardian does not have any controlling interests in other entities.

### 24. Code of Conduct and Ethics

A copy is available on our website [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au) All staff are required to sign a statement that they will abide by the code. There has been no breach of conduct reported.

### 25. Ethnic Affairs Priorities Statement

The Office undertook a number of initiatives to promote the principles of multiculturalism and to meet the needs of children and young people in out-of-home care with different linguistic, religious, racial and ethnic backgrounds. They include:

- Conducting Cultural Awareness training for all staff in July 2002. The training was presented by Aboriginal staff and Russell Freeburn, Chief Executive Officer, Aboriginal Child, Family and Community Care State Secretariat. This is an extremely important initiative because of the high proportion of Aboriginal children and young people in out-of-home care.
- Publishing an *Aboriginal Policy Statement* on the website to commemorate Sorry Day on 26 May 2003. The Children's Guardian welcomed comments about the policy from Aboriginal people and communities and designated agencies providing out-of-home care to Aboriginal children and young people.
- Planning for publication of brochures in other languages relevant to the out-of-home care sector in 2003 - 2004.

### 26. NSW Government Action Plan for Women

All NSW Government agencies are required to publish an Action Plan for Women, which is underpinned by the principles of equity, rights and participation. While provision was made in last year's annual report to develop an Action Plan for Women, this has not been completed.

### 27. Occupational Health and Safety

The Office of the Children's Guardian was not prosecuted, fined or served an improvement notice under the *Occupational Health and Safety Act 1983* during the reporting period.

### 28. Freedom of Information (FOI) Requirements

The following information is provided in accordance with section 14(1)(b) of the *Freedom of Information Act 1989*:

#### Establishment

The Office of the Children's Guardian was established on 15 December 2000. The Office was responsible to the Hon. Faye Lo Po' MLA, Minister for Community Services, Minister for Ageing, Minister for Disability Services, Minister for Women from 1 July 2002 - 10 July 2002. The Office was responsible to the Hon. Carmel Tebbutt MLC, Minister for Community Services, Minister for Ageing, Minister for Disability Services, Minister for Youth from 11 July 2002.



## Organisation

The Office's structure is set out in the organisational chart on page 27 of this report. It comprises an executive team led by the Children's Guardian with the Director, Manager Accreditation and Quality Improvement and Administration Manager.

Under the *Children and Young Persons (Care and Protection) Act 1998* the Children's Guardian's functions are to:

- Exercise, subject to any direction of the Minister, the parental responsibilities of the Minister for a child or young person for the benefit of the child or young person.
- Promote the best interests of children and young people in out-of-home care.
- Ensure that the rights of all children and young people in out-of-home care are safeguarded and promoted.
- Examine a copy of the case plan for each child or young person in out-of-home care.
- Accredited designated agencies and to monitor their responsibilities under the Act and the Regulations.

## Functions and objectives

The Office of the Children's Guardian's vision, values and purpose are outlined in the section called What We Do on page 2 of this report. The arrangements that exist to enable children and young people to participate in the formulation of the Office's policy and exercise of its functions are outlined in the main body of this report.

## Records Management

### Compliance Audit – State Records Act 1998

The Audit Office conducted a compliance audit in September 2002, in relation to records management standards issued by State Records. Specific matters were noted to provide an opportunity for the Office to improve the level of compliance with the principles of the Act. These matters have been addressed.

### Functional Retention and Disposal Authority (DA120)

The board of the State Records Authority approved this authority on 21 August 2002. This authority covers records documenting aspects of the function of 'social and community services,' in particular agency accreditation and monitoring and case monitoring and review.

## FOI statistics

FOI applications are available at [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au) The Office did not receive any FOI requests in 2002 - 2003.

## FOI requests

Under the *Freedom of Information Act 1989*, members of the public have the right to access personal, policy and administrative documents held by the Office, except for certain types of information for which the FOI Act allows an exemption. The Act also allows for applications to be lodged for amendments of records where they are 'incorrect, misleading or out of date.'

The Administration Manager manages the FOI function. Inquiries can be made in person, by correspondence or telephone. Documents are available for public inspection by arrangement. Phone the Administration Manager on 9025 4228. Access is available during office hours (9am to 5pm, Monday to Friday) at Level 6, 10 Smith Street, Parramatta, NSW or at other times with prior agreement.

The Office did not receive any FOI requests in 2002 - 2003.

## 29. Environmental Policy Statement

The Office of the Children's Guardian is committed to implementing procedures that protect and/or lessen its impact on the environment. In 2002 - 2003, the Office:

- Engaged in a paper recycling service
- Purchased recycled photocopy paper
- Used environmentally friendly paper for publications wherever practical
- Used a laser toner cartridge recycling service.

## 30. Privacy and Personal Information Protection Act 1998

The Children's Guardian has a Privacy Management Plan for the Office.

## 31. Performance of executive officers

The Minister for Community Services expressed satisfaction with the performance of the Children's Guardian throughout 2002 - 2003.

# Our Finances



## OFFICE OF THE CHILDREN'S GUARDIAN

### Statement by the Children's Guardian

Pursuant to Section 45F of the Public Finance and Audit Act 1983, I state that to the best of my knowledge and belief:

(a) the accompanying financial statements have been prepared in accordance with the provision of the Public Finance and Audit Act 1983, the Financial Reporting Code for Budget Dependant Agencies, the Public Finance and Audit Regulation 2000 (as applicable) and the Treasurer's Directions;

(b) the Financial Statements exhibit a true and fair view of the financial position of the Office of the Children's Guardian as at 30 June 2003 and for the operations for the year then ended;

(c) there are no circumstances which would render any particulars included in the financial statements to be misleading or inaccurate.

Linda Mallett  
Children's Guardian

1 October 2003





GPO BOX 12  
SYDNEY NSW 2001

## INDEPENDENT AUDIT REPORT

### Office of the Children's Guardian

To Members of the New South Wales Parliament

#### Audit Opinion

In my opinion, the financial report of the Office of the Children's Guardian

- (a) presents fairly the Office of the Children's Guardian financial position as at 30 June 2003 and its financial performance and cash flows for the year ended on that date, in accordance with applicable Accounting Standards and other mandatory professional reporting requirements in Australia, and
- (b) complies with section 45E of the *Public Finance and Audit Act 1983* (the Act).

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

#### The Children's Guardian's Role

The financial report is the responsibility of the Children's Guardian of the Office of the Children's Guardian. It consists of the statement of financial position, the statement of financial performance, the statement of cash flows, the summary of compliance with financial directives and the accompanying notes.

#### The Auditor's Role and the Audit Scope

As required by the Act, I carried out an independent audit to enable me to express an opinion on the financial report. My audit provides *reasonable assurance* to members of the New South Wales Parliament that the financial report is free of *material* misstatement.

My audit accorded with Australian Auditing and Assurance Standards and statutory requirements, and I:

- evaluated the accounting policies and significant accounting estimates used by the Children's Guardian in preparing the financial report, and
- examined a sample of the evidence that supports the amounts and other disclosures in the financial report.

An audit does not guarantee that every amount and disclosure in the financial report is error free. The terms 'reasonable assurance' and 'material' recognise that an audit does not examine all evidence and transactions. However, the audit procedures used should identify errors or omissions significant enough to adversely affect decisions made by users of the financial report or indicate that the Children's Guardian had failed in her reporting obligations.

My opinion does *not* provide assurance:

- about the future viability of the Office of the Children's Guardian,
- that the Office of the Children's Guardian 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.

#### Audit Independence

The Audit Office complies with all applicable independence requirements of Australian professional ethical pronouncements. The Act further promotes independence by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General, and
- mandating the Auditor-General as auditor of public sector agencies but precluding the provision of non-audit services, thus ensuring the Auditor-General and the Audit Office are not compromised in their role by the possibility of losing clients or income.

M T Spriggins  
Director of Audit

SYDNEY  
1 October 2003



## Statement of Financial Performance

for the Year Ended 30 June 2003

|                                                                                                   | Notes | Actual<br>2003<br>\$'000 | Budget<br>2003<br>\$'000 | Actual<br>2002<br>\$'000 |
|---------------------------------------------------------------------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>Expenses</b>                                                                                   |       |                          |                          |                          |
| Operating expenses:                                                                               |       |                          |                          |                          |
| Employee related                                                                                  | 2(a)  | 1,313                    | 1,590                    | 1,210                    |
| Other operating expenses                                                                          | 2(b)  | 799                      | 1,118                    | 747                      |
| Maintenance                                                                                       |       | 23                       | 60                       | 18                       |
| Depreciation and amortisation                                                                     | 2(c)  | 192                      | 125                      | 187                      |
| <b>Total Expenses</b>                                                                             |       | <b>2,327</b>             | <b>2,893</b>             | <b>2,162</b>             |
| Less:                                                                                             |       |                          |                          |                          |
| <b>Retained Revenue</b>                                                                           |       |                          |                          |                          |
| Investment income                                                                                 | 3(a)  | 21                       | 20                       | 17                       |
| Grants and contributions                                                                          | 3(b)  | 0                        | 0                        | 134                      |
| <b>Total Retained Revenue</b>                                                                     |       | <b>21</b>                | <b>20</b>                | <b>151</b>               |
| <b>Net Cost of Services</b>                                                                       | 17    | <b>2,306</b>             | <b>2,873</b>             | <b>2,011</b>             |
| <b>Government Contributions:</b>                                                                  |       |                          |                          |                          |
| Recurrent appropriation                                                                           | 4     | 1,780                    | 2,576                    | 1,978                    |
| Capital appropriation                                                                             | 4     | 11                       | 40                       | 30                       |
| Acceptance by the Crown Entity of employee benefits and other liabilities                         | 5     | 219                      | 173                      | 116                      |
| <b>Total Government Contributions</b>                                                             |       | <b>2,010</b>             | <b>2,789</b>             | <b>2,124</b>             |
| <b>SURPLUS / (DEFICIT) FOR THE YEAR FROM ORDINARY ACTIVITIES</b>                                  |       | <b>(296)</b>             | <b>(84)</b>              | <b>113</b>               |
| <b>SURPLUS / (DEFICIT) FOR THE YEAR</b>                                                           |       | <b>(296)</b>             | <b>(84)</b>              | <b>113</b>               |
| <b>TOTAL REVENUES, EXPENSES AND VALUATION</b>                                                     |       |                          |                          |                          |
| <b>ADJUSTMENTS RECOGNISED DIRECTLY IN EQUITY</b>                                                  |       | <b>0</b>                 | <b>0</b>                 | <b>0</b>                 |
| <b>TOTAL CHANGES IN EQUITY OTHER THAN THOSE RESULTING FROM TRANSACTIONS WITH OWNERS AS OWNERS</b> | 13    | <b>(296)</b>             | <b>(84)</b>              | <b>113</b>               |

[The accompanying notes form part of these statements]

## Statement of Financial Position

as at 30 June 2003

|                                                     | Notes | Actual<br>2003<br>\$'000 | Budget<br>2003<br>\$'000 | Actual<br>2002<br>\$'000 |
|-----------------------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>ASSETS</b>                                       |       |                          |                          |                          |
| <b>Current Assets</b>                               |       |                          |                          |                          |
| Cash                                                | 7     | 194                      | 76                       | 66                       |
| Receivables                                         | 8     | 49                       | 134                      | 143                      |
| Other                                               | 9     | 23                       | 105                      | 105                      |
| <b>Total Current Assets</b>                         |       | <b>266</b>               | <b>315</b>               | <b>314</b>               |
| <b>Non Current Assets</b>                           |       |                          |                          |                          |
| Property, Plant and Equipment - Plant and Equipment | 10    | 506                      | 602                      | 687                      |
| <b>Total Non-Current Assets</b>                     |       | <b>506</b>               | <b>602</b>               | <b>687</b>               |
| <b>Total Assets</b>                                 |       | <b>772</b>               | <b>917</b>               | <b>1001</b>              |
| <b>LIABILITIES</b>                                  |       |                          |                          |                          |
| <b>Current Liabilities</b>                          |       |                          |                          |                          |
| Payables                                            | 11    | 98                       | 20                       | 71                       |
| Provisions                                          | 12    | 113                      | 152                      | 101                      |
| <b>Total Current Liabilities</b>                    |       | <b>211</b>               | <b>172</b>               | <b>172</b>               |
| <b>Non-Current Liabilities</b>                      |       |                          |                          |                          |
| Provisions                                          | 12    | 28                       | 0                        | 0                        |
| <b>Total Non-Current Current Liabilities</b>        |       | <b>28</b>                | <b>0</b>                 | <b>0</b>                 |
| <b>Total Liabilities</b>                            |       | <b>239</b>               | <b>172</b>               | <b>172</b>               |
| <b>Net Assets</b>                                   |       | <b>533</b>               | <b>745</b>               | <b>829</b>               |
| <b>EQUITY</b>                                       |       |                          |                          |                          |
| Accumulated Funds                                   | 13    | 533                      | 745                      | 829                      |
| <b>Total Equity</b>                                 |       | <b>533</b>               | <b>745</b>               | <b>829</b>               |

[The accompanying notes form part of these statements]



# Statement of Cash Flows for the Year Ended 30 June 2003

|                                                                                 | Notes | Actual<br>2003<br>\$'000 | Budget<br>2003<br>\$'000 | Actual<br>2002<br>\$'000 |
|---------------------------------------------------------------------------------|-------|--------------------------|--------------------------|--------------------------|
| <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                                     |       |                          |                          |                          |
| <b>Payments</b>                                                                 |       |                          |                          |                          |
| Employee related                                                                |       | (1,091)                  | (1,538)                  | (1,071)                  |
| Other                                                                           |       | (819)                    | (1,201)                  | (986)                    |
| <b>Total Payments</b>                                                           |       | <b>(1,910)</b>           | <b>(2,739)</b>           | <b>(2,057)</b>           |
| <b>Receipts</b>                                                                 |       |                          |                          |                          |
| Interest                                                                        |       | 21                       | 29                       | 9                        |
| Other                                                                           |       | 200                      | 23                       | 241                      |
| <b>Total Receipts</b>                                                           |       | <b>221</b>               | <b>52</b>                | <b>250</b>               |
| <b>Cash Flows from Government</b>                                               |       |                          |                          |                          |
| Recurrent appropriation                                                         |       | 1,780                    | 2,576                    | 1,978                    |
| Capital appropriation                                                           |       | 11                       | 40                       | 30                       |
| Cash reimbursements from the Crown Entity                                       |       | 37                       | 121                      | 36                       |
| Cash transfers to the Consolidated Fund                                         |       | 0                        | 0                        | (141)                    |
| <b>Net Cash Flow From Government</b>                                            |       | <b>1,828</b>             | <b>2,737</b>             | <b>1,903</b>             |
| <b>NET CASH FLOWS FROM OPERATING ACTIVITIES</b>                                 | 17    | <b>139</b>               | <b>50</b>                | <b>96</b>                |
| <b>CASH FLOW FROM INVESTING ACTIVITIES</b>                                      |       |                          |                          |                          |
| Purchases of Land and Buildings, Plant and Equipment and Infrastructure Systems |       | (11)                     | (40)                     | (69)                     |
| <b>NET CASH FLOWS USED ON INVESTING ACTIVITIES</b>                              |       | <b>(11)</b>              | <b>(40)</b>              | <b>(69)</b>              |
| <b>NET INCREASE / (DECREASE) IN CASH</b>                                        |       | <b>128</b>               | <b>10</b>                | <b>27</b>                |
| Opening cash and cash equivalents                                               |       | 66                       | 66                       | 39                       |
| <b>CLOSING CASH AND CASH EQUIVALENTS</b>                                        | 7     | <b>194</b>               | <b>76</b>                | <b>66</b>                |

[The accompanying notes form part of these statements]

# Summary of Compliance with Financial Directives for the Year ended 30 June 2003

|                                                           | 2003                                 |                                                              |                                    |                                                              |
|-----------------------------------------------------------|--------------------------------------|--------------------------------------------------------------|------------------------------------|--------------------------------------------------------------|
|                                                           | Recurrent<br>Appropriation<br>\$'000 | Expenditure / Net<br>Claim on<br>Consolidated Fund<br>\$'000 | Capital<br>Appropriation<br>\$'000 | Expenditure / Net<br>Claim on<br>Consolidated Fund<br>\$'000 |
| <b>Original Budget Appropriation/Expenditure</b>          | 2576                                 | 1780                                                         | 40                                 | 11                                                           |
| - s 24 PF&AA - transfers of functions between departments | 0                                    | 0                                                            | 0                                  | 0                                                            |
|                                                           | <b>2576</b>                          | <b>1780</b>                                                  | <b>40</b>                          | <b>11</b>                                                    |
| <b>Other Appropriation/Expenditure</b>                    |                                      |                                                              |                                    |                                                              |
| - Treasurer's Advance                                     | 0                                    | 0                                                            | 0                                  | 0                                                            |
|                                                           | <b>0</b>                             | <b>0</b>                                                     | <b>0</b>                           | <b>0</b>                                                     |

|                                                                                                                 |             |             |           |           |
|-----------------------------------------------------------------------------------------------------------------|-------------|-------------|-----------|-----------|
| <b>Total Appropriations /<br/>Expenditure / Net Claim on Consolidated Fund<br/>(includes transfer payments)</b> | <b>2576</b> | <b>1780</b> | <b>40</b> | <b>11</b> |
| Amount drawn down against Appropriation                                                                         |             | 1780        |           | 11        |
| <i>Liability to Consolidated Fund</i>                                                                           |             | 0           |           | 0         |

|                                                           | 2002                                 |                                                              |                                    |                                                              |
|-----------------------------------------------------------|--------------------------------------|--------------------------------------------------------------|------------------------------------|--------------------------------------------------------------|
|                                                           | Recurrent<br>Appropriation<br>\$'000 | Expenditure / Net<br>Claim on<br>Consolidated Fund<br>\$'000 | Capital<br>Appropriation<br>\$'000 | Expenditure / Net<br>Claim on<br>Consolidated Fund<br>\$'000 |
| <b>Original Budget Appropriation/Expenditure</b>          | 2318                                 | 1978                                                         | 40                                 | 30                                                           |
| - s 24 PF&AA - transfers of functions between departments | 0                                    | 0                                                            | 0                                  | 0                                                            |
|                                                           | <b>2318</b>                          | <b>1978</b>                                                  | <b>40</b>                          | <b>30</b>                                                    |
| <b>Other Appropriation/Expenditure</b>                    |                                      |                                                              |                                    |                                                              |
| - Treasurer's Advance                                     | 0                                    | 0                                                            | 0                                  | 0                                                            |
|                                                           | <b>0</b>                             | <b>0</b>                                                     | <b>0</b>                           | <b>0</b>                                                     |

|                                                                                                                 |             |             |           |           |
|-----------------------------------------------------------------------------------------------------------------|-------------|-------------|-----------|-----------|
| <b>Total Appropriations /<br/>Expenditure / Net Claim on Consolidated Fund<br/>(includes transfer payments)</b> | <b>2318</b> | <b>1978</b> | <b>40</b> | <b>30</b> |
| Amount drawn down against Appropriation                                                                         |             | 1978        |           | 30        |
| <i>Liability to Consolidated Fund</i>                                                                           |             | 0           |           | 0         |

## Notes to Summary of Compliance with Financial Directives

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

NOTES ACCOMPANYING AND FORMING PART OF  
THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 30 JUNE 2003

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

(a) Reporting Entity

The Office of the Children's Guardian (the Office) is a separate reporting entity. There are no other entities under its control.

As the Office is a single program entity, the financial operations disclosed in the Statement of Financial Performance and Statement of Financial Position are those of the Office Program. Accordingly, a separate supplementary program statement has not been prepared.

The reporting entity is consolidated as part of the NSW Total State Sector Accounts.

(b) Basis of Accounting

The Office's financial statements are a general purpose financial report which has been prepared on an accrual basis and in accordance with:

- applicable Australian Accounting Standards,;
- other authoritative pronouncements of the Australian Accounting Standards Board (AASB);
- Urgent Issues Group (UIG) Consensus Views;
- the requirements of the Public Finance and Audit Act and Regulations; and
- the Financial Reporting Directions published in the Financial Reporting Code for Budget Dependent General Government Sector Agencies or issued by the Treasurer under Section 9(2)(n) of the Act.

Where there are inconsistencies between the above requirements, the legislative provisions have prevailed.

In the absence of a specific Accounting Standard, other authoritative pronouncements of the AASB or UIG Consensus View, the hierarchy of other pronouncements as outlined in AAS 6 "Accounting Policies" is considered.

The financial statements are prepared in accordance with the historical cost convention. All amounts are rounded to the nearest one thousand dollars and are expressed in Australian currency. The accounting policies adopted are consistent with those of the previous year.

(c) Administered Activities

The Office does not administer any activities on behalf of the Crown Entity.

(d) Revenue Recognition

Revenue is recognised when the Office has control of the good, or right to receive, it is probable that the economic benefit will flow to the Office and the amount of revenue can be measured reliably. Additional comments regarding the accounting policies for the recognition of revenue are discussed below.

(i) Parliamentary Appropriations and Contributions from Other Bodies  
Parliamentary appropriations and contributions from other bodies (including grants and donations) are generally recognised as revenues when the Office obtains control over the assets comprising the appropriations / contributions. Control over 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, any unspent appropriations are accounted for as liabilities rather than revenue.

In the case of the Office, there is no liability for Recurrent Appropriation in 2002/03 (2001/02 \$Nil), and no liability for Capital Appropriation (2001/02 \$Nil).

(ii) Sale of Goods and Services

Revenue from the sale of goods and services comprises revenue from the provision of products or services ie user charges. User charges are

recognised as revenue when the agency obtains control of the assets that result from them.

(iii) Investment Income

Interest income is recognised as it accrues.

(e) Employee Benefits and other provisions

(i) Salaries and Wages, Annual Leave, Sick Leave and On-Costs  
Liabilities for salaries and wages, (including non-monetary benefits), annual leave and vesting sick leave are recognised and measured in respect of employees' services up to the reporting date at nominal amounts based on the amounts expected to be paid when the liabilities are settled.

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) Accrued salaries and wages - reclassification

As a result of the adoption of Accounting Standard AASB 1044 "Provisions, Contingent Liabilities and Contingent Assets", accrued salaries and wages and on-costs have been reclassified to "payables" instead of "provisions" in the Statement of Financial Position and the related note disclosures, for the current and comparative period. On the face of the Statement of Financial Position and in notes, reference is now made to "provisions" in place of "employee entitlements and other provisions". Total employee benefits (including accrued salaries and wages) are reconciled in Note 12 "Provisions".

(iii) Long Service Leave and Superannuation

The Office's liabilities for long service leave and superannuation are assumed by the Crown Entity. The Office accounts for the liability as having being 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 on a present value basis. The present value method is based on remuneration rates at year end for all employees with five or more years of service, adjusted at the rates advised by NSW Treasury.

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 employees' salary . For other superannuation schemes (i.e. State Authorities Superannuation Fund and State Authorities Superannuation Scheme), the expense is calculated as a multiple of the employees' superannuation contributions.

(iv) Other Provisions

Other provisions exist when the entity has a present legal, equitable or constructive obligation to make a future sacrifice of economic benefits to other entities as a result of past transactions or other past events. These provisions are recognised when it is probable that a future sacrifice of economic benefits will be required and the amount can be measured reliably.

Any provisions for restructuring are recognised either when a detailed formal plan has been developed or will be developed within prescribed time limits and where the entity has raised a valid expectation in those affected by the restructuring that it will carry out the restructuring.

(f) Insurance

The Office'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 the 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 agency 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.

(h) Acquisition of assets

The cost method of accounting is used for the initial recording of all acquisitions of assets controlled by the Office. Cost is determined as the fair value of the assets given as consideration plus the costs incidental to the acquisition.

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 means the amount for which an asset could be exchanged between a knowledgeable, willing buyer and a knowledgeable, willing seller in an arm's length transaction.

(i) Plant and Equipment

Items of Plant and Equipment costing \$5,000 and above are capitalised.

(j) Revaluation of Physical Non-Current Assets

Physical non-current assets are valued in accordance with the "Guidelines for the Valuation of Physical Non-Current Assets at Fair Value" (TPP 03-02). This policy adopts fair value in accordance with AASB 1041 from financial years beginning on or after 1 July 2002. There is no substantive difference between the fair value valuation methodology and the previous valuation methodology adopted in the NSW public sector.

Where available, fair value is determined having regard to the highest and best use of the asset on the basis of current market selling prices for the same or similar assets. Where market selling price is not available, the asset's fair value is measured as its market buying price ie the replacement cost of the asset's remaining future economic benefits. The agency is a not for profit entity with no cash generating operations.

Non-specialised assets with short useful lives are measured at depreciated historical cost, as a surrogate for fair value.

(k) Depreciation of Non-Current Physical Assets

Depreciation is provided for on a straight line basis against all depreciable assets so as to write off the depreciable amount of each asset as it is consumed over its useful life to the Office.

| Depreciation Rates            | % Rate |
|-------------------------------|--------|
| - Computer equipment          | 25.00  |
| - General plant and equipment | 14.28  |

Leasehold improvements are depreciated over the lesser of the period of the lease or the useful life of the improvement.

(l) Maintenance and Repairs

The costs of 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.

(m) 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.

Office accommodation and motor vehicles are leased under operating leases. Operating lease payments are charged to the Statement of Financial Performance in the periods in which they are incurred.

(n) Receivables

Receivables are recognised and carried at cost, based on the original invoice amount less (where necessary) a provision for any uncollectible debts. An estimate for doubtful debts is made when collection of the full amount is no longer probable. Bad debts are written off as incurred.

(o) Payables

These amounts represent liabilities for goods and services provided to the Office and other amounts, including interest.

Interest is accrued over the period it becomes due.

(p) 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 effect of additional appropriations, s21A, s24 and / or s26 of the Public Finance and Audit Act 1983.

The budgeted amounts in the Statement of Financial Performance and the Statement of Cash Flows are generally based on the amounts disclosed in the NSW Budget Papers (as adjusted above). However, in the Statement of Financial Position, the amounts vary from the Budget Papers, as the opening balances of the budgeted amounts are based on carried forward actual amounts as per the audited financial statements (rather than carried forward estimates).

2. EXPENSES

(a) Employee related expenses:

|                                                   | 2003<br>\$'000 | 2002<br>\$'000 |
|---------------------------------------------------|----------------|----------------|
| - Salaries and wages (including recreation leave) | 1,012          | 1,003          |
| - Superannuation                                  | 135            | 84             |
| - Long service leave                              | 77             | 26             |
| - Workers compensation insurance                  | 13             | 9              |
| - Payroll tax and fringe benefits tax             | 76             | 88             |
|                                                   | <b>1,313</b>   | <b>1,210</b>   |

The Office charges the full cost of long service leave and the current service cost of superannuation to operations. However, as the Office liability for long service and superannuation is assumed by the Crown Entity, the Office accounts for the liability as having been extinguished. This results in non-monetary revenue described as "Acceptance by Crown Entity of employee benefits and other Liabilities" (Refer Note: 1(e)(iii)).

(b) Other operating expenses

|                                                                     | 2003<br>\$'000 | 2002<br>\$'000 |
|---------------------------------------------------------------------|----------------|----------------|
| - Auditor's remuneration (audit or review of the financial reports) | 19             | 22             |
| - Operating lease rental expense                                    |                |                |
| minimum lease payments                                              | 219            | 215            |
| - Insurance                                                         | 4              | 3              |
| - Administration expenses                                           | 138            | 107            |
| - Corporate services                                                | 151            | 186            |
| - Consultancies                                                     | 0              | 0              |
| - Contractors                                                       | 142            | 146            |
| - Training and development                                          | 24             | 16             |
| - Printing and publications                                         | 17             | 21             |
| - Travel expenses                                                   | 22             | 9              |
| - EDP expenses                                                      | 63             | 22             |
|                                                                     | <b>799</b>     | <b>747</b>     |

c) Depreciation and amortisation expense

|                     | 2003<br>\$'000 | 2002<br>\$'000 |
|---------------------|----------------|----------------|
| Depreciation        |                |                |
| - Office equipment  | 126            | 123            |
| - Computer hardware | 66             | 64             |
|                     | <b>192</b>     | <b>187</b>     |

3. REVENUES

(a) Investment income

|            | 2003<br>\$'000 | 2002<br>\$'000 |
|------------|----------------|----------------|
| - Interest | 21             | 17             |
|            | <b>21</b>      | <b>17</b>      |

(b) Grants and contributions

|                                   | 2003<br>\$'000 | 2002<br>\$'000 |
|-----------------------------------|----------------|----------------|
| - From NSW budget sector agencies | 0              | 134            |
|                                   | <b>0</b>       | <b>134</b>     |



4. APPROPRIATIONS

|                                                                       |              |              |
|-----------------------------------------------------------------------|--------------|--------------|
| Total appropriations comprise:                                        | 2003         | 2002         |
|                                                                       | \$'000       | \$'000       |
| Recurrent appropriations                                              |              |              |
| - Total recurrent drawdowns from Treasury (per Summary of Compliance) | 1,780        | 1,978        |
| - Less: Liability to Consolidated Fund (per Summary of Compliance)    | 0            | 0            |
|                                                                       | <b>1,780</b> | <b>1,978</b> |

|                                                                   |              |              |
|-------------------------------------------------------------------|--------------|--------------|
| Comprising:                                                       |              |              |
| Recurrent appropriations (per Statement of Financial Performance) | 1,780        | 1,978        |
| Transfer payments                                                 | 0            | 0            |
| <b>Total</b>                                                      | <b>1,780</b> | <b>1,978</b> |

|                                                                     |           |           |
|---------------------------------------------------------------------|-----------|-----------|
| Capital appropriations                                              |           |           |
| - Total capital drawdowns from Treasury (per Summary of Compliance) | 11        | 30        |
| - Less: Liability to Consolidated Fund (per Summary of Compliance)  | 0         | 0         |
|                                                                     | <b>11</b> | <b>30</b> |

|                                                                 |           |           |
|-----------------------------------------------------------------|-----------|-----------|
| Comprising:                                                     |           |           |
| Capital appropriations (per Statement of Financial Performance) | 11        | 30        |
| Transfer payments                                               | 0         | 0         |
| <b>Total</b>                                                    | <b>11</b> | <b>30</b> |

5. ACCEPTANCE BY THE CROWN ENTITY OF EMPLOYEE BENEFITS AND OTHER LIABILITIES

|                                                                                    |            |            |
|------------------------------------------------------------------------------------|------------|------------|
|                                                                                    | 2003       | 2002       |
|                                                                                    | \$'000     | \$'000     |
| The following liabilities and / or expenses have been assumed by the Crown Entity. |            |            |
| Superannuation                                                                     | 135        | 84         |
| - Long service leave                                                               | 77         | 27         |
| - Payroll tax (on superannuation)                                                  | 7          | 5          |
|                                                                                    | <b>219</b> | <b>116</b> |

6. PROGRAMS / ACTIVITIES OF THE OFFICE OF THE CHILDREN'S GUARDIAN

Program 1 -  
Objective: To promote the best interests of all children and young people in out-of-home care and ensure their rights are safeguarded and promoted.

7. CURRENT ASSETS - CASH

|                            |            |           |
|----------------------------|------------|-----------|
|                            | 2003       | 2002      |
|                            | \$'000     | \$'000    |
| - Cash at bank and on hand | 194        | 66        |
|                            | <b>194</b> | <b>66</b> |

For the purposes of the Statement of Cash Flows, cash includes cash on hand, cash at bank and bank overdraft.

|                                                                                                                                                                           |     |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| Cash assets recognised in the Statement of Financial Position are reconciled to cash at the end of the financial year as shown in the Statement of Cash Flows as follows: |     |    |
| Cash (per Statement of Financial Position)                                                                                                                                | 194 | 66 |
| Closing Cash and Cash Equivalents (per Statement of Cash Flows)                                                                                                           | 194 | 66 |

8. CURRENT ASSETS - RECEIVABLES

|                                |           |            |
|--------------------------------|-----------|------------|
|                                | 2003      | 2002       |
|                                | \$'000    | \$'000     |
| - Other debtors                | 33        | 138        |
| - GST recoverable from the ATO | 16        | 5          |
|                                | <b>49</b> | <b>143</b> |

No provision has been made for doubtful debts as all amounts are considered to be collectable.

9. CURRENT ASSETS - OTHER

|               |           |            |
|---------------|-----------|------------|
|               | 2003      | 2002       |
|               | \$'000    | \$'000     |
| - Prepayments | 23        | 105        |
|               | <b>23</b> | <b>105</b> |

10. NON-CURRENT ASSETS - PROPERTY, PLANT AND EQUIPMENT

|                                                              |            |            |
|--------------------------------------------------------------|------------|------------|
| Plant and Equipment                                          | 2003       | 2002       |
|                                                              | \$'000     | \$'000     |
| At Fair Value                                                | 891        | 880        |
|                                                              | <b>891</b> | <b>880</b> |
| Less: Accumulated Depreciation                               | 385        | 193        |
| <b>Total Property, Plant and Equipment at Net Book Value</b> | <b>506</b> | <b>687</b> |

Reconciliations  
Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current financial period are set out below:

|                                       |                     |                     |
|---------------------------------------|---------------------|---------------------|
|                                       | Plant and Equipment | Plant and Equipment |
|                                       | 2003                | 2002                |
|                                       | \$'000              | \$'000              |
| Carrying amount at start of period    | 687                 | 843                 |
| Additions                             | 11                  | 31                  |
| Disposals                             | 0                   | 0                   |
| Depreciation expense                  | (192)               | (187)               |
| <b>Carrying amount at end of year</b> | <b>506</b>          | <b>687</b>          |

11. CURRENT LIABILITIES - PAYABLES

|                                        |           |           |
|----------------------------------------|-----------|-----------|
|                                        | 2003      | 2002      |
|                                        | \$'000    | \$'000    |
| - Accrued salaries, wages and on-costs | 29        | 26        |
| - Creditors                            | 37        | 20        |
| - Others                               | 32        | 25        |
|                                        | <b>98</b> | <b>71</b> |

12. CURRENT / NON-CURRENT LIABILITIES - PROVISIONS

|                                        |            |            |
|----------------------------------------|------------|------------|
|                                        | 2003       | 2002       |
|                                        | \$'000     | \$'000     |
| Employee benefits and related on-costs |            |            |
| Current                                |            |            |
| Recreation leave                       | 112        | 98         |
| Payroll tax on recreation leave & FBT  | 1          | 3          |
|                                        | <b>113</b> | <b>101</b> |

|                            |           |          |
|----------------------------|-----------|----------|
| Non-Current                |           |          |
| Payroll Provision          | 18        | 0        |
| Recreation Leave Provision | 8         | 0        |
| Workers Compensation       | 2         | 0        |
|                            | <b>28</b> | <b>0</b> |

|                  |            |            |
|------------------|------------|------------|
| Total provisions | <b>141</b> | <b>101</b> |
|------------------|------------|------------|

|                                                  |            |            |
|--------------------------------------------------|------------|------------|
| Aggregate employee benefits and related on-costs |            |            |
| Provisions - current                             | 113        | 101        |
| Provisions - non-current                         | 28         | 0          |
| Accrued Salaries, wages and on-costs (Note 11)   | 29         | 26         |
| <b>Total</b>                                     | <b>170</b> | <b>127</b> |

13. CHANGES IN EQUITY

|                                                                   |              |            |
|-------------------------------------------------------------------|--------------|------------|
| Accumulated Funds                                                 | 2003         | 2002       |
|                                                                   | \$'000       | \$'000     |
| Balance at the beginning                                          | 829          | 716        |
| Changes in equity - other than transactions with owners as owners |              |            |
| <b>Surplus / (deficit) for the year</b>                           | <b>(296)</b> | <b>113</b> |

|                                                 |            |            |
|-------------------------------------------------|------------|------------|
| <b>Balance at the end of the financial year</b> | <b>533</b> | <b>829</b> |
|-------------------------------------------------|------------|------------|

14. COMMITMENTS FOR EXPENDITURE

(a) Capital Commitments  
Aggregate capital expenditure for the acquisition of computer hardware contracted for at balance date and not provided for:

|                              |          |          |
|------------------------------|----------|----------|
|                              | 2003     | 2002     |
|                              | \$'000   | \$'000   |
| - Not later than one year    | 0        | 0        |
| <b>Total (including GST)</b> | <b>0</b> | <b>0</b> |

(b) Other Expenditure Commitments  
Aggregate other expenditure for the acquisition of minor items contracted for at balance date and not provided for:

|                              |          |          |
|------------------------------|----------|----------|
|                              | 2003     | 2002     |
|                              | \$'000   | \$'000   |
| - Not later than one year    | 0        | 0        |
| <b>Total (including GST)</b> | <b>0</b> | <b>0</b> |

(c) Operating Lease Commitments

|                                                                              |            |            |
|------------------------------------------------------------------------------|------------|------------|
| Future non-cancellable operating lease rentals not provided for and payable: | 2003       | 2002       |
|                                                                              | \$'000     | \$'000     |
| - Not later than one year                                                    | 201        | 197        |
| - Later than one year and not later than five years                          | 364        | 554        |
| <b>Total (including GST)</b>                                                 | <b>565</b> | <b>751</b> |

Commitments include GST of \$51,401 (\$68,279 in 2001-02) which is expected to be recovered from the Australian Taxation Office (ATO).

15. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

The Office is not aware of any contingent liabilities and / or contingent assets associated with its operations.

16. BUDGET REVIEW

Net Cost of Services  
Net cost of services is below budget by \$567,000 primarily due to lower levels of expenditure in employee related expenses and other operating expenses. Depreciation was above budget by \$67,000.

Assets and Liabilities  
Current assets are below budget by \$49,000. Increase in cash is a result of lower levels of receivables and prepayments.  
Non current assets are below budget by \$ 96,000 due to lower levels of equipment acquisitions combined with higher depreciation levels.  
Liabilities are above budget by \$67,000 mainly due to leave provisions for transferred employees, higher levels of payables and accrued salaries and wages and on-cost.

Cash Flows  
Cash flows from operating activities are above budget by \$89,000 primarily due to lower than budgeted payments, combined with lower level of appropriation receipts.

17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES TO NET COST OF SERVICES

|                                                                                                                                          |                |                |
|------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------|
| Reconciliation of cash flows from operating activities to the net cost of services as reported in the Statement of Financial Performance | 2003           | 2002           |
|                                                                                                                                          | \$'000         | \$'000         |
| Net Cash from operating activities                                                                                                       | 139            | 96             |
| - Cash Flows from Government / Appropriations (1,828)                                                                                    |                | (2,044)        |
| - Acceptance by the Crown Entity of employee benefits and other liabilities                                                              | (182)          | (80)           |
| - Depreciation                                                                                                                           | (192)          | (187)          |
| - Decrease / (increase) in provisions                                                                                                    | (40)           | (59)           |
| - Increase / (decrease) in prepayments and other assets                                                                                  | (176)          | 49             |
| - Decrease / (increase) in creditors                                                                                                     | (27)           | 73             |
| - Decrease / (increase) in other liabilities                                                                                             | 0              | 141            |
| <b>Net Cost of Services</b>                                                                                                              | <b>(2,306)</b> | <b>(2,011)</b> |

18. FINANCIAL INSTRUMENTS

Cash  
Cash comprises cash on hand and bank balances within the Treasury Banking System. Interest is earned on daily bank balances at the monthly average NSW Treasury Corporation (TCorp) 11 am unofficial cash rate adjusted for a management fee to Treasury. The average rate over the period was 3.75% (3.52% in 2002) and the final rate was 3.75% (3.73% in 2002).

Receivables  
All trade debtors are recognised as amounts receivable at balance date. Collect ability of trade debtors is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful debt is raised when some doubt as to collection exists. The credit risk is the carrying amount (net of any provision for doubtful debts). No interest is earned on trade debtors. The carrying amount approximates net fair value. Sales are made on 30 day terms.

Bank Overdraft  
The Office does not have any bank overdraft facility.

Trade Creditors and Accruals  
The liabilities are recognised for amounts due to be paid in the future for goods and services received, whether or not invoiced. Amounts owing to suppliers (which are unsecured) are settled in accordance with the policy set out in Treasurer's Direction 219.01. If trade terms are not specified, payment is made no later than the end of the month following the month in which an invoice or a statement is received. Treasurer's Direction 219.01 allows the Minister to award interest for late payments. No interest was paid during the period (\$ Nil 2002).

19. AFTER BALANCE DATE EVENTS

There are no events subsequent to balance date which affect the financial report.

[END OF AUDITED FINANCIAL STATEMENTS]

# Publications



The following publications are available from [www.kidsguardian.nsw.gov.au](http://www.kidsguardian.nsw.gov.au) or from the Office of the Children's Guardian.

- Annual Reports
- Guarantee of Service
- Apology and Message of Commitment

## Accreditation and Quality Improvement

- Updated NSW Standards for Substitute Care Services (see table opposite)
- Benchmark policies (revised) (see table opposite)
- Guidelines (revised)
- Accreditation and Quality Improvement Guide for Organisations
- Gap Analysis Tool
- Quality Improvement Plan
- Self-Study Record Book
- Stakeholder Feedback Resource

## Fact Sheets

- NSW Office of the Children's Guardian Fact Sheet (revised)

## Brochure

- Caring for Kids in Care Brochure (revised)

## Papers

- Aboriginal Policy Statement (May 2003)
- Is there a place for secure care in the provision of services for children and young people? (December 2002)
- Outline of Parental Responsibility and Care Responsibility under the *Children and Young Persons (Care and Protection) Act 1998* (December 2002)

## Updated NSW Substitute Care Standards and Benchmark Policies

This table sets out the standards and the benchmark policies that relate to them.

| STANDARD                                                                     | BENCHMARK POLICY                                                                                                               |
|------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| <b>Section 1: Casework practice</b>                                          |                                                                                                                                |
| 1.1 Initial assessment, access and referral                                  | Initial assessment, access and referral                                                                                        |
| 1.2 Case planning                                                            | Case planning                                                                                                                  |
| 1.3 Placement in care                                                        | (a) Placement in care<br>(b) Planned and unplanned placement changes                                                           |
| 1.4 Casework to support permanency                                           | Casework to support permanency                                                                                                 |
| 1.5 Relative placements                                                      | (a) Relative placements<br>(b) Kinship placements                                                                              |
| 1.6 Monitoring placements and reviewing case plans                           | Monitoring placements and reviewing case plans                                                                                 |
| 1.7 Participation in decision making                                         | Participation in decision making                                                                                               |
| 1.8 Work in relation to courts (DoCS ONLY)                                   | Work in relation to courts (DoCS ONLY)                                                                                         |
| <b>Section 2: Management of authorised (foster) carers</b>                   |                                                                                                                                |
| 2.1 Recruitment and selection of authorised carers                           | Recruitment and selection of authorised carers                                                                                 |
| 2.2 Carer training                                                           | Carer training                                                                                                                 |
| 2.3 Supervision and support                                                  | Supervision and support                                                                                                        |
| 2.4 Carer participation and rights                                           | Carer participation and rights                                                                                                 |
| <b>Section 3: Meeting needs while in care</b>                                |                                                                                                                                |
| 3.1 Care environment                                                         | Care environment                                                                                                               |
| 3.2 Identity and family relationships                                        | (a) Maintaining relationships with family members and significant others<br>(b) Affirming identity, well-being and self esteem |
| 3.3 Emotional and social development                                         | Emotional and social development                                                                                               |
| 3.4 Health                                                                   | Health                                                                                                                         |
| 3.5 Education                                                                | Education                                                                                                                      |
| 3.6 Moving in care                                                           | Moving in care                                                                                                                 |
| <b>Section 4: Rights, confidentiality and complaints</b>                     |                                                                                                                                |
| 4.1 Rights of children, young persons and families                           | Rights of children, young persons and families                                                                                 |
| 4.2 Confidentiality and privacy                                              | Confidentiality and privacy                                                                                                    |
| 4.3 Complaints and appeals                                                   | Complaints and appeals                                                                                                         |
| <b>Section 5: Care records</b>                                               |                                                                                                                                |
| 5.1 Management of the care record system                                     | Management of the care record system                                                                                           |
| 5.2 Content of care records                                                  | Content of care records                                                                                                        |
| 5.3 Related records                                                          | Related records                                                                                                                |
| <b>Section 6: Leaving care</b>                                               |                                                                                                                                |
| 6.1 Planning for leaving care to live independently                          | (a) Planning for leaving care to live with family or significant others<br>(b) Planning for leaving care to live independently |
| 6.2 After care support                                                       | After care support                                                                                                             |
| <b>Section 7: Working with other agencies and liaison with the community</b> |                                                                                                                                |
| 7.1 Knowledge of community needs & resources                                 | Knowledge of community needs & resources                                                                                       |
| 7.2 Liaison with other service providers                                     | Liaison with other service providers                                                                                           |
| 7.3 Service visibility and publicity                                         | Service visibility and publicity                                                                                               |

| STANDARD                                                       | BENCHMARK POLICY (cont.)                                                                                                                        |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Section 8: Organisational management</b>                    |                                                                                                                                                 |
| 8.1 Non-government organisational accountability               | Non-government organisational accountability                                                                                                    |
| 8.2 Government accountability (DoCS only)                      | Government accountability (DoCS only)                                                                                                           |
| 8.3 Teamwork and cooperation                                   | Teamwork and cooperation                                                                                                                        |
| 8.4 Financial and administrative systems                       | Financial and administrative systems                                                                                                            |
| 8.5 Management information systems                             | Management information systems                                                                                                                  |
| 8.6 Premises and equipment                                     | Premises and equipment                                                                                                                          |
| <b>Section 9: Planning, evaluation and service development</b> |                                                                                                                                                 |
| 9.1 Planning processes                                         | Planning processes                                                                                                                              |
| 9.2 Evaluation                                                 | Evaluation                                                                                                                                      |
| <b>Section 10: Human resource management</b>                   |                                                                                                                                                 |
| 10.1 Employment, recruitment, selection & appointment          | (a) Permanent employment, recruitment, selection and appointment<br>(b) Casual and temporary employment, recruitment, selection and appointment |
| 10.2 Supervision and support                                   | Supervision and support                                                                                                                         |
| 10.3 Training and development                                  | Training and development                                                                                                                        |
| 10.4 Work satisfaction                                         | Work satisfaction                                                                                                                               |
| 10.5 Personnel systems                                         | Personnel systems                                                                                                                               |
| 10.6 Occupational health and safety                            | Occupational health and safety                                                                                                                  |
| 10.7 Student placements & volunteer management                 | Student placements & volunteer management                                                                                                       |
| 10.8 Boards of management (NGOs ONLY)                          | Boards of management (NGOs ONLY)                                                                                                                |

# Appendices



## Appendix 1

### Deemed Designated Agencies as at 30 June 2003

#### Substitute Care Providers

Aboriginal Children's Service Ltd  
Albury Wodonga Youth Emergency Services Ltd  
Anglicare Youth and Family Services  
Armistead Youth Refuge Inc.  
Baptist Community Services NSW & ACT  
Barnardos Australia  
Biripi Aboriginal Corporation Medical Centre  
Boys Town Engadine NSW  
Burdekin Association Inc.  
Burrun Dalai Aboriginal Corporation Inc.  
Careforce Support Service Pty Ltd  
Caretakers Inc.  
Centacare (Maitland/Newcastle)

Centacare Catholic Community Welfare Services (Sydney)  
Centacare Catholic Family Services  
Diocese of Broken Bay  
Centacare Diocese of Wollongong  
Dees Consultancy  
Edmund Rice Community Services  
For the Children Ltd  
Hunter Aboriginal Children's Services  
Hunter Support Services  
Jewish Care  
Kari Aboriginal Resources Inc.  
Life Without Barriers Inc.  
Links Youth and Disabilities Pty Ltd  
Lutanda Children's Home  
Macarthur District Temporary Family Care Inc.  
Mallee Family Care Inc.  
Marist Youth Care Ltd  
Meeting Ever Changing Needs  
Mercy Ministries Inc.  
Millenium Youth Services Pty Ltd  
Missionary Sisters of Mary Queen

Mission Australia  
Ngunya Jarjum Aboriginal Corporation Inc.  
North Coast Children's Home Inc.  
NSW Department of Community Services  
Phoenix Rising for Children Inc.  
Samaritans Foundation Diocese of Newcastle  
Sheach Consultancy Pty Ltd  
Shire Community Initiatives Inc.  
Shoalcare  
SOS Nursing Service  
South Coast Medical Service Aboriginal Corporation  
Southern Youth Family Services Association Inc.  
St Anthony's & St Joseph's Centre of Care Ltd  
St Josephs Cowper Inc.  
Stretch-A-Family Inc.  
Sydney Anglicare Home Mission Society  
Council NSW (Anglicare NSW)  
Sydney Emergency Accommodation Service  
United Protestant Association of NSW Ltd  
Uniting Care Burnside  
U-Turn Australia Ltd  
Wendy's Home Service Pty Ltd  
Wesley Mission, Sydney  
Wundarra Services  
Youth Off the Streets Inc.  
Y-Young Services Inc.

#### Disability Service Providers

Accommodation Network Pty Ltd  
Ballina District Community Services Association Inc.  
Barnardos Australia  
Care West Holiday Cottage Pty Ltd  
Casino Neighbourhood Centre Inc.  
Centacare Catholic Community Welfare Services (Sydney)  
Central Coast Alternative Care Group Ltd  
Central West Special Needs Centre Inc.  
Challenge Disability Services  
Challenge Foundation Goulburn  
Coonamble Parent's Support Host Family  
Respite Service Inc.  
Cram Foundation  
Department of Ageing, Disability and Home Care  
Disability Enterprises Leura  
Disability Services Australia Inc.  
Handicapped Children's Centre NSW  
Hastings District Respite Care Inc.  
Hay Shire Council (Hay HACC Respite)  
House with No Steps (Wheelchair and Disabled Association of Australia)  
Hunter Integrated Care Inc.  
Integral Community Services Inc.  
Intellectually & Physically Handicapped Children's Association of NSW  
Interchange Illawarra Inc.  
Interchange Shoalhaven Inc.  
Inverell Accommodation Services Inc.







