

07 Appendices



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Appendix 1 Legislation and legal changes

Principal Acts administered as at 30 June 2007

- ❖ *Adoption Act 2000*
- ❖ *Child Protection (International Measures) Act 2006*
- ❖ *Child Welfare (Commonwealth Agreement Ratification) Act 1941*
- ❖ *Child Welfare (Commonwealth Agreement Ratification) Act 1962*
- ❖ *Children and Young Persons Legislation (Repeal and Amendment) Act 1998*
- ❖ *Children and Young Persons (Care and Protection) Act 1998*
- ❖ *Children (Care and Protection) Act 1987*
- ❖ *Community Services (Complaints, Reviews and Monitoring) Act 1993 No 2* (jointly with another department)
- ❖ *Community Welfare Act 1987* (jointly with another department)
- ❖ *Youth Advisory Council Act 1989*

Amendments to legislation

A number of amendments to clarify and make more workable the operation of the *Children and Young Persons (Care and Protection) Act 1998*, came into force on 1 January 2007 and 30 March 2007.

On 1 January 2007, the following Acts amended the principal care Act:

Children and Young Persons (Care and Protection) Amendment Act 2005, (this Act was part proclaimed on 31 December 2005). The clauses in relation to warrants and subpoenas were proclaimed on 1 January 2007.

Children and Young Persons (Care and Protection) Amendment Act 2006, which made provision, amongst other things, for:

- ❖ the regulation of out of school hours care services
- ❖ strengthening the protections accorded to reporters
- ❖ facilitating the conduct of Children's Court matters
- ❖ guidelines to be published for granting assistance to people leaving out-of-home care
- ❖ ensuring quality children's services by extending the application for probity checks on all persons over 14 years residing at the home of a family day carer or home-based carer

- ❖ allowing for job sharing by allowing two authorised supervisors to be specified on a license.

Children and Young Persons (Care and Protection) Miscellaneous Amendments Act 2006, proclamation of those clauses relating to Court procedures clarified the provisions relating to legal representation of children and young people, establishing procedures for the Court to deal with 'similar fact evidence' and made provision to ensure children and young people removed from a place of risk are kept separate from youth offenders.

On 30 March 2007, the principal care Act was also amended by:

Children and Young Persons (Care and Protection) Amendment (Parent Responsibility Contracts) Act 2006 which introduced a scheme of parental responsibility contracts aimed at improving the parenting skills of parents of children and young people assessed by the Department of Community Services to be in need of care and protection.

Children and Young Persons (Care and Protection) Miscellaneous Amendments Act 2006 where the proclamation of the majority of the remaining clauses in the Act provided:

- ❖ greater protection for newborns subject to prenatal reports
- ❖ disclosure of information concerning placement of children and young people in out-of-home care
- ❖ reciprocal arrangements for the transfer of interstate and New Zealand child protection orders and proceedings.

Other legislation

On 4 December 2006, the *Adoption Act 2000* was amended by the *Adoption Amendment Act 2006*, which:

- ❖ clarified the circumstances that must exist before the Supreme Court makes an adoption order in relation to an adult
- ❖ made mandatory that adoption plans set out how Aboriginal or Torres Strait Islander children are to develop a healthy and positive cultural identity and links with their heritage
- ❖ specified the circumstances that must exist before an adoption order may be made to enable a child to be adopted by an authorised carer
- ❖ ensured that the provision of original documents to adopted children does not contravene the *State Records Act 1998*.

The *Child Protection (International Measures) Act 2006* was also proclaimed on 1 January 2007. The purpose of this Act is to implement the Hague Convention on Jurisdiction, Applicable Law, Recognition, Enforcement and Co-operation in Respect to Parental Responsibility and Measures for the Protection of Children (generally known as the Child Protection Convention). The key objectives of the Act are:

- ❖ to codify the jurisdictional rules for the recognition and enforcement of child protection measures
- ❖ to establish co-operation between the authorities of NSW and other Child Protection Convention countries in the interests of protecting children from abuse and neglect.

Amendments to regulations

On 23 February 2007, the *Children and Young Persons (Care and Protection) Regulation* was amended by the *Children and Young Persons (Care and Protection) Amendment (Out of School Hours Care Services) Regulation 2007*. The Regulation established a system of registration of out of school hours care services (that is, services that provide care to school children before and after school and during school holidays). The registration of out of school hours services became compulsory on 1 July 2007.

Significant judicial decisions

(a) Care matters

Re Jayden [2006] NSWSC 1428

This matter found that the earlier decision in *Grace and Rita* had been misinterpreted, in that there is no reason to restrict the Director-General to requesting final orders at the time he commences a care application.

Re ELM [2006] NSWSC 1428 per Brereton J

A decision of the Supreme Court which considered the role of the Supreme Court in proceedings brought prior to the birth of a child, where concerns were held for the child in view of the mother's HIV status. The Court confirmed its powers to make pre-emptive orders. It also clarified that where the Director-General assumes care of a child, the Director-General has exclusive authority to make decisions about matters falling within the Director-General's care responsibility.

(b) Adoption matters

Re S and the Adoption Act 2000 (No.2) [2006] NSWSC 1438 per White J

The Court held that there was possible inconsistency between State and Commonwealth legislation concerning the application because the *Adoption Act 2000* was not sufficiently comparable to clause 16, Commonwealth Regulations.

Appendix 2 Consultation

Significant committees of the Department and names of committee members

DOCS EXECUTIVE

The Executive meets monthly and is DoCS principal decision-making forum, providing collegiate leadership under the authority of the Director-General.

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Communities and Policy	Sue Dawson ¹
Deputy Director-General, Service System Development	Gül Izmir ²
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate ³
Deputy Director-General, Corporate Services	Alan Ramsey ⁴
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Communities	Sonja Stewart
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Out-of-Home Care Policy	Megan Mitchell
Executive Director, Service Funding Strategy	Toni Milne
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight ⁵
Executive Director, Economics, Statistics and Research	Marilyn Chilvers ⁶
Executive Director, Children's Services	John Tansey ⁷
A/Executive Director, Operations Support	Myra Craig ⁸
Executive Director, Operations Development	Anne Campbell
Executive Director, Helpline	Helen Freeland
Director Financial Services	John Parisi
Chief Information Officer	Kerry Holling ⁹
Regional Director, Metro Central	Anne-Maree Sabellico
Regional Director, Metro South West	Janet Vickers ¹⁰
Regional Director, Metro West	Margaret Oldfield
Regional Director, Hunter and Central Coast	Anne Maree Gleeson
Regional Director, Southern	Jill Herberte
Regional Director, Western	Glynis Ingram ¹¹
Regional Director, Northern	Susan Priivald

1 To December 2006 (position discontinued).

2 Previously titled Deputy Director-General, Research, Funding and Business Analysis (title change effective January 2007).

3 Previously titled Executive Director, Strategy, Communication and Governance (title change effective April 2007).

4 Previously titled Executive Director, Corporate Services (title change effective April 2007).

5 From April 2007 (new position).

6 From March 2007 (new position).

7 From December 2006 (new position).

8 Leanne Hillman held the position until August 2006. Myra Craig acted in the position from September 2006.

9 Marilyn Taylor acted in the position until December 2006. Kerry Holling held the position from February 2007.

10 Adele Brooks acted in the position to July 2006. Janet Vickers held the position from August 2006.

11 Peter Finch acted in the position from March to December 2006.

DIRECTOR-GENERAL/ DEPUTY DIRECTORS-GENERAL FORUM

The Director-General meets fortnightly with the Deputy Directors-General. This meeting deals with new issues of operational or policy significance as well as urgent and/or general Executive issues, enabling the Monthly Executive Meetings to focus on more strategic and whole-of-organisation matters.

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Communities and Policy	Sue Dawson
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard ¹³

ABORIGINAL REFERENCE GROUP

Chair	Michael Paduch-Duckett
Deputy Chair	Robyn Bird-Hedges
Helpline	Stephanie Brasier
Head Office	Bianca Jarrett
Hunter and Central Coast Region	Lynette Lawrie
Metro Central Region	Brandi Moss
Metro South Region	Janice Pavoulou
Metro West Region	Larry Hilda
Northern Region	Luke Clausen
	Paul O'Connor
	Kim Donohue
Western Region	Betty Cragg
	Tina Toomey

AUDIT COMMITTEE

Committee members	Date commenced on committee	Meetings attended
Neil Shepherd (Director-General)	13 August 2002	5
Donna Rygate (Deputy Director-General, Strategy, Communication and Governance)	27 October 2005	5
Alan Ramsey (Executive Director, Corporate Services)	10 December 2002	6
Gül Izmir (Deputy Director-General, Service System Development)	1 December 2005	4
Deborah Page (Independent)	8 November 2000	6
Susan Lenehan (Independent)	10 December 2002	5

¹³ From January 2007.

BRIGHTER FUTURES PARTNERS SEMINAR ¹⁴

DoCS	Gül Izmir
	Annette Gallard
	Anne Campbell
	Linda Mallett
	Toni Milne
	Elizabeth Knight
	Simone Walker
	Clare Rogers
	Carmen Parter
	Sean O'Toole
	Ilan Katz
	Anne Maree Gleeson
	Susan Priivald
	Jill Herberte
	Glynis Ingram
	Anne-Maree Sabellico
	Janet Vickers
	Adele Brookes
	Margaret Oldfield
	Bega Valley Shire Council
CareSouth	Andrew Munro
Casino Neighbourhood Centre Inc	Noeline Olive
Centacare Newcastle	Bryan Dunn
Mission Australia	Bill Dibley
SDN Children's Services Inc	Ginie Udy
Tharawal Aboriginal Corporation	Darryl Wright
Benevolent Society	Maree Walk
Uniting Church – Wesley Dalmar	Leslie Cook
Uniting Care Burnside	Jane Woodruff
Consortium of Neighbourhood Centres	Gretchen Young
Wandiyali	Steve Kilroy
Samaritans Foundation	Lynne Graham
Association of Childrens Welfare Agencies	Andrew McCallum
Council of Social Service of NSW	Linda Frow
Local Community Services Association	Brian Smith
NSW Family Services Inc	Sue Richards

¹⁴ Established March 2007.

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

Executive Director, Out-of-Home Care (Chair)	Megan Mitchell
Deputy Director General, Service System Development	Gül Izmir
Executive Director, Child Protection and Early Intervention	Linda Mallett
Director, Legal Services	Roderick Best
Executive Director, Helpline	Helen Freeland
Director, Child Protection	Eija Roti
Manager Aboriginal Services Policy, Aboriginal Services	Simon Jordan
Regional Director, Metro Central	Anne Maree Sabellico

COMMUNITIES DIVISION PARTNERS REFERENCE GROUP

DoCS	Neil Shepherd
	Sonja Stewart
	Gül Izmir
	Annette Gallard
	John Macmillan
Women's Legal Resource Centre	Janet Loughman
Local Community Services Association	Brian Smith
Youth Action and Policy Association	Reynato Reodica
NSW Family Services Inc	Sue Richards
Local Government and Shires Associations	Noel Baum
Council of Social Service NSW	Michelle Burrell
Regional Communities Consultative Committee	Lynda Summers
Philanthropy Australia	Louise Burton
Western Sydney Community Forum	Leah Godfrey
NSW Women's Refuge Working Party	Deb McEvoy-Herbert

COMMUNITY SERVICES GRANTS PROGRAM ROUNDTABLE

DoCS (Chair)	Toni Milne
	Simone Walker
	Judy Giese
	Marilyn Chilvers
	Sonja Stewart
	Jill Herberte
Council of Social Service NSW	Michelle Burrell
	Linda Frow
Youth Action and Policy Association	Reynato Reodica
Western Sydney Community Forum	Leah Godfrey
Local Government and Shires Associations	Noel Baum
NSW Family Services Inc	Sue Richards
Local Community Services Association	Brian Smith

¹⁵ Established March 2007

CORPORATE INFORMATION PROJECTS STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Service System Development (Chair)	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Corporate Services	Alan Ramsay
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Economics, Statistics, Research and Evaluation	Marilyn Chilvers
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Director, Information Management	Julie Young
Chief Information Officer	Kerry Holling

EARLY INTERVENTION STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Service System Development (Chair)	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Operations Development	Anne Campbell
Executive Director, Service Funding Strategy	Toni Milne
Executive Director, Corporate and Workforce Strategies	Jo Grisard
A/ Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
Regional Director, Metro South West	Janet Vickers
Director, Learning and Development	Sean O'Toole
Director, Performance-based Contracting	Judy Giese
A/ Director, Prevention and Early Intervention	Clare Rogers
Director, Aboriginal Services Branch	Carmen Parter
Manager, Communication	Trish Tweedie
Project Director, Early Intervention	Adele Brookes

ETHNIC AFFAIRS ADVISORY GROUP

DoCS Head Office	Jo Grisard
	Paul Mortimer
	Evette Hanna
DoCS Multicultural Staff Reference Group	Kathy Tzanis
Community Relations Commission	Peter Reynolds
Ethnic Communities Council of NSW	Peter Polites
	Nicole Schlederer
Settlement Services Coalition	Edmond Nehme
Granville Multicultural Community Centre	Paula Chegwiddden
Ethnic Childcare Family and Community Services Co-op	Vivi Germanos-Koutsounadis
NESB Women's Housing Scheme	Mira Mitrovic
Immigrant Women's Speakout	Jane Brock
Northern Settlement Services	Alex Burns
NSW Women's Refuge Resource Centre	Liliana Reynaud
Fairfield Community Resource Centre	Elaine Hirst
Bathurst Information and Neighbourhood Centre	Ruth Schmid
Migrant Resource Centre Forum	Karin Vasquez
	Erin Hoffman
Ethnic Minorities Action Group	Cheryl Webster
NSW Service for the Treatment and Rehabilitation of Torture and Trauma Survivors (STARTTS)	Jasmina Bajraktarevic
Australian Centre for Languages	Mark Lakk
Youth Accommodation Association	Michel Coffey
Council of Social Service NSW	Linda Frow
Association of Childrens Welfare Agencies	Eric Scott
Refugee Support Network	Marisa Salem

INFORMATION AND COMMUNICATION TECHNOLOGY STEERING COMMITTEE

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Helpline	Helen Freeland
A/Executive Director, Business Intelligence and Performance	Elizabeth Knight
Chief Information Officer	Kerry Holling
NSW Businesslink	John Kobal
Director, Information Management	Julie Young

MULTICULTURAL STAFF REFERENCE GROUP

Head Office	Ximena Tapia
	Gargi Ganguly
Helpline	Mary Labbad
	Kara Rae-Minshall
Metro Central	Mimi Wellisch
Metro West	Jose Vasquez
	Zeljka Music
	Yvonne Chan
	Maria Spilitopoulos
Metro South West	Hari Gaikwad
	Anh Thi Nguyen
Northern	Deanna Fuller (Chair)
	William Van Den Bosch
Western	Yolanda (Pat) Rojas
	Isabel Abbass
Southern	Jasna Putica
	Kathy Tzanis
	Vasil Sribinovski
Hunter	Claudia Medina

NSW COMMITTEE ON ADOPTION AND PERMANENT CARE

DoCS	Mary Griffin
	Jenny Ames
	Brendan Jones
Barnardos	Lynne Moggach
ACT Adoptions Unit	Ann Ponsonby
Adoptee	Erika Berzins
Anglicare	Jane West
	Jackie Palmer
Centacare	Sonali Abeynaike
	Bernadette Parr
The Benevolent Society	Thea Ormerod
	Angharad Candlin
Parramatta/Holroyd Family Support	Christine Hancock
Intercountry Adoptee Support Network	Analee Mathews
International Social Services	Anjali Prabu
Mercy Ministries	Bec Louder
	Felicity Corry
Australian Society for Intercountry Aid for Children	Evelyn Schultz-Middleton
Be My Family	Elisa Elwin
Adoptive Parents Association NSW	Yvonne Olsson
	Sonia Krivacic
Salvation Army	Gina Musumeci
Australian Families for Children Inc	Debbie Jeffrey

OUT-OF-HOME CARE PARTNERS REFERENCE GROUP ¹⁶

DoCS	Neil Shepherd
	Annette Gallard
	Sue Dawson
	Gül Izmir
	Alan Ramsey
	Megan Mitchell (Chair)
	Anne Campbell
	Toni Milne
	Anne-Maree Sabellico
	Susan Priivald
	Roderick Best
	Christine Howlett
	Women's Legal Resource Centre
NSW Women's Refuge Working Party	Deb McEvoy-Herbert
Local Community Services Association	Brian Smith
Youth Action and Policy Association	Kristy Delaney
NSW Family Services Inc	Sue Richards
Local Government and Shires Associations	Noel Baum
Council of Social Service NSW	Michelle Burrell
Regional Communities Consultative Council	Diana Gibbs
	Lynda Summers
Philanthropy Australia	Louise Burton
Western Sydney Community Forum	Leah Godfrey

OUT-OF-HOME CARE MAJOR PROJECT COMMITTEE ¹⁷

Director-General	Neil Shepherd
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Operations	Annette Gallard
Deputy Director-General, Communities and Policy	Sue Dawson
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate
Deputy Director-General, Corporate Services	Alan Ramsey
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Executive Director, Out-of-Home Care Policy	Megan Mitchell
Executive Director, Operations Development	Anne Campbell
Executive Director, Service Funding Strategy	Toni Milne
Regional Director, Metro Central	Anne-Maree Sabellico
Regional Director, Northern	Susan Priivald
Director, Legal Services	Roderick Best
Project Director, Out-of-Home Care Major Project	Christine Howlett

¹⁶ Final meeting held on September 2006.

¹⁷ Established July 2006.

PERMANENCY PLANNING STEERING COMMITTEE

Executive Director, Out-of-Home Care	Megan Mitchell
Executive Director, Operations Development	Anne Campbell
Manager, Child Protection	Louise Boulter
Director, Child and Families, South West	Clare Donnellan
A/Manager, System and Process Improvement	Rosemary Fitzgerald
Director, Adoption and Permanent Care Services	Mary Griffin
Director, Out-of-Home Care Major Project	Christine Howlett
Principal Evaluator, Research and Evaluation	Inga Jacobsson
Regional Director, Metro West	Margaret Oldfield
Director, Learning and Development	Sean O'Toole
A/Principal Economist, Economics and Research	Nicola Robinson
Regional Director, Metro Central	Anne Maree Sabellico

PSYCHOLOGY PROJECT BOARD

A/Executive Director, Operations Support (Chair)	Myra Craig
Executive Director, Operations Development	Anne Campbell
Executive Director, Corporate and Workforce Strategies	Jo Grisard
Manager, Special Projects (Psychology)	Suzanne Pope
Industrial Relations Unit, NSW BusinessLink	Danny Blair
Director, Child and Family, Metro South West	Clare Donnellan
Senior Policy Officer, Out-of-Home Care	Jeff Gild
Director, Corporate Human Resources	Leon Newbery
Regional Director, Metro West	Margaret Oldfield
Director, Learning and Development	Sean O'Toole

RESEARCH ADVISORY COUNCIL

DoCS Director-General (Chair)	Neil Shepherd
DoCS Deputy Director-General, Service System Development	Gül Izmir
Charles Sturt University	Bill Anscombe
Southern Cross University	Judy Atkinson
University of Sydney	David Bennett
	Judy Cashmore
	Gwynnyth Llewellyn
Macquarie University	Jacqueline Goodnow
Social Policy Research Centre, University of NSW	Ilan Katz
	Sheila Shaver
Hunter Children's Health Network	Graham Vimpani

Ministerial advisory committees

COMMUNITY AND DISABILITY SERVICES MINISTERIAL COUNCIL (CDSMC)

The CDSMC is a forum for regular consultation between Commonwealth, state and territory Ministers with family, youth, community and disability services and welfare responsibilities and the New Zealand Government.

NSW Government representatives

Minister for Community Services

Minister for Ageing, Disability and Home Care

COMMUNITY AND DISABILITY SERVICES MINISTERIAL ADVISORY COUNCIL (CDSMAC)

CDSMAC provides support to the Ministerial Council by implementing the decisions of the Council and providing strategic advice.

DoCS representatives

Director-General	Neil Shepherd
Deputy Director-General, Operations	Annette Gallard ¹⁸

MINISTERIAL ADVISORY COMMITTEE

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

SUPPORTED ACCOMMODATION ASSISTANCE COUNCIL

DoCS	Toni Milne
	Allan Raisin
NSW Federation of Housing Associations Inc (Chair)	Adam Farrar
Southern Youth and Family Services	Narelle Clay
B. Miles Women's Housing Scheme	Leanne Elsworth ²⁴
Youth Accommodation Association	Michael Coffey
Wandiyali ATSI Inc (Newcastle)	Steve Kilroy
NSW Women's Refuge Resource	Catherine Gander
Women's Housing Company	Bobbie Townsend
NSW Aboriginal Housing Board	Ann Weldon
Homelessness NSW ACT	Sue Cripps
Shirewide Youth Services Inc, Cronulla	Donna Curtis
Office of Community Housing	Maura Boland
Commonwealth Department of Family and Community Services	Wendy Maybury

YOUTH TASKFORCE OF THE MINISTERIAL COUNCIL ON EDUCATION, EMPLOYMENT, TRAINING AND YOUTH AFFAIRS

Manager, Youth Strategy and Participation, Communities	Tony Wiseheart
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¹⁸ From December 2006. Sue Dawson was on the Council to December 2006.

¹⁹ To January 2007.

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

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

²² From December 2006.

²³ To November 2006.

²⁴ To April 2007.

Members of significant interdepartmental committees and statutory bodies

ABORIGINAL EARLY YEARS WORKING GROUP (UNDER THE FAMILIES AND COMMUNITIES CLUSTER – TWO WAYS TOGETHER)

Manager, Programs and Projects, Children's Services	Ruth Newman
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ANAPHYLAXIS WORKING PARTY (NSW HEALTH)

Manager, Programs and Projects, Children's Services	Ruth Newman
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AREA ASSISTANCE SCHEME REGIONAL ADVISORY COMMITTEE

Manager, Community Program Support	Deirdre Young
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ANTISOCIAL BEHAVIOUR WORKING PARTY (PREMIERS DEPARTMENT)²⁵

Director, Legal Services	Roderick Best
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APPREHENDED VIOLENCE LEGAL ISSUES COORDINATING COMMITTEE

Team Leader, International Kidnapping	Jeevani Korathotha
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BUSHFIRE COORDINATING COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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CABRAMATTA SENIOR OFFICERS COORDINATING COMMITTEE ON DRUGS

Executive Director, Communities (Chair)	Sonja Stewart
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Manager, Regional Strategy, Metro South West (secretariat)	Cathy Noble
--	-------------

Manager, Drug Summit Unit	Aqua Robins
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CANTERBURY BANKSTOWN PROJECT REFERENCE GROUP

Executive Director, Communities	Sonja Stewart
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CHILD DEATH REVIEW TEAM

Executive Director, Helpline	Helen Freeland
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CHIEF EXECUTIVE OFFICER'S GROUP ON ABORIGINAL AFFAIRS

Director-General	Neil Shepherd
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CHIEF EXECUTIVE OFFICER'S COUNTER TERRORISM COORDINATION GROUP

Director-General	Neil Shepherd
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A/Executive Director, Operations Support	Myra Craig
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CHILD PROTECTION SENIOR OFFICERS GROUP (HUMAN SERVICES AND JUSTICE AGENCIES)

Executive Director, Child Protection and Early Intervention (Chair)	Linda Mallett
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Executive Director, Economics, Statistics and Research	Marilyn Chilvers
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Director, Child Protection Policy and Service Reform	Eija Roti
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Manager, Child Protection	Louise Boulter
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²⁵ Established December 2006.

CHILDREN'S COURT ADVISORY COMMITTEE

Director, Legal Services	Roderick Best
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COUNCIL OF AUSTRALIAN GOVERNMENTS (COAG) DATA AND EARLY CHILDHOOD SUB-GROUP

Deputy Director-General, Service System Development	Gül Izmir
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COAG REPORT ON GOVERNMENT SERVICES STEERING COMMITTEE

Manager, Programs and Projects, Children's Services	Ruth Newman
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COMMUNITY REGENERATION EXPERT ADVISORY COMMITTEE

Executive Director, Communities	Sonja Stewart
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COMMUNITY SERVICES MINISTERIAL ADVISORY COUNCIL – CHILDREN'S SERVICES SUB COMMITTEE

Executive Director, Children's Services	John Tansey
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CONDUCT OF CARE PROCEEDINGS (LEGAL AID COMMISSION)

Director, Legal Services	Roderick Best
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CRIME PREVENTION COUNCIL

Executive Director, Communities	Sonja Stewart
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DOCS – DET MEMORANDUM OF UNDERSTANDING IMPLEMENTATION STEERING COMMITTEE

Executive Director, Out-of-Home Care (Chair until December 06)	Megan Mitchell
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A/Executive Director, Operations Support (Chair from December 06)	Myra Craig
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Executive Director, Economics, Statistics and Research	Marilyn Chilvers
--	------------------

Regional Director, Metro Central	Anne-Maree Sabellico
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Principal Project Officer, Operations	Cora Ingram
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Manager, Policy and Legislation	Danielle Woolley
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DOMESTIC AND FAMILY VIOLENCE STRATEGY SENIOR OFFICERS GROUP

Director, Strategic Policy	Helen Rogers
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DOMESTIC VIOLENCE COURT INTERVENTION MODEL REFERENCE GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

Director, Community Programs	Maria Visotina
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DROUGHT/WATER INFRASTRUCTURE COMMITTEE

A/Executive Director, Operations Support	Myra Craig
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Manager, State Disaster Recovery Centre	Wendy Graham
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DROUGHT WELFARE COORDINATION COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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E-LODGEMENT WORKING GROUP (NSW ATTORNEY-GENERAL'S DEPARTMENT)

Team Leader, Child Law	Derek Smith
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FAMILIES NSW SENIOR OFFICERS GROUP

Executive Director, Communities (Chair)	Sonja Stewart
Executive Director, Child Protection and Early Intervention	Linda Mallett
Executive Director, Service Funding Strategy	Toni Milne
Director, Strategy and Planning, Communities	Paul Murphy

GOVERNMENT CHIEF INFORMATION OFFICER EXECUTIVE COUNCIL

Chief Information Officer	Kerry Holling
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GOVERNMENT CHIEF INFORMATION OFFICERS CHANNELS AND ACCESS – SENIOR OFFICERS GROUP

Executive Director, Helpline	Helen Freeland
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HOUSING AND HUMAN SERVICES ACCORD SENIOR OFFICERS GROUP (NSW DEPARTMENT OF HOUSING)

Director, Strategic Policy	Helen Rogers
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HUMAN CAPITAL WORKING GROUP (COAG COMMITTEE)

Director-General	Neil Shepherd
Deputy Director-General, Service System Development	Gül Izmir
Deputy Director-General, Community and Policy	Sue Dawson

HUMAN SERVICES ACCESS FRAMEWORK SENIOR OFFICERS GROUP

Executive Director, Helpline	Helen Freeland
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HUMAN SERVICES CABINET COMMITTEE

Deputy Director-General, Communities and Policy	Sue Dawson
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HUMAN SERVICES CHIEF EXECUTIVE OFFICERS FORUM

Director-General (Chair)	Neil Shepherd
Executive Director, Communities	Sonja Stewart

HUMAN SERVICES CEOS MENTAL HEALTH SENIOR OFFICERS GROUP (THE CABINET OFFICE)

Director, Strategic Policy	Helen Rogers
Director, Strategy and Planning, Communities	Paul Murphy

HUMAN SERVICES CEOS NGO DEVELOPMENT AND SUPPORT WORKING GROUP

Deputy Director-General, Service System Development (Chair)	Gül Izmir
Executive Director, Communities	Sonja Stewart
Executive Director, Service Funding Strategy	Toni Milne
Director, Policy Development and Service Planning	Simone Walker

HUMAN SERVICES CEOS SENIOR OFFICERS GROUP (THE CABINET OFFICE)

Director, Strategic Policy	Helen Rogers
Director, Strategy and Planning, Communities	Paul Murphy

HUMAN SERVICES SENIOR OFFICER GROUP, WESTERN SYDNEY

Regional Director, Metro West (Chair)	Margaret Oldfield
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JOINT INVESTIGATION RESPONSE TEAMS CHIEF EXECUTIVE OFFICER'S GROUP (WITH NSW POLICE FORCE AND NSW HEALTH)

Director-General	Neil Shepherd
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JOINT INVESTIGATION RESPONSE TEAM STATEWIDE MANAGEMENT GROUP

Deputy Director-General, Operations (Chair)	Annette Gallard
Regional Director, Northern	Susan Priivald
Director, JIRT	Allana Christie
Manager, JIRT	Julie Gray

LEGAL AID COMMISSION CARE REVIEW

Director, Legal Services	Roderick Best
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MAGELLAN STEERING COMMITTEE (FAMILY COURT)

Team Leader, Child Law	Derek Smith
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NATIONAL COMMUNITY SERVICES INFORMATION MANAGEMENT GROUP

Deputy Director-General, Service System Development (Chair)	Gül Izmir
Manager, Data Architecture, Information Management	Allan Richmond

NATIONAL DISASTER RECOVERY SUB COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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NATIONAL YOUTH AFFAIRS RESEARCH SCHEME

Principal Project Officer, Youth Strategy and Participation	Liz Hurst
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NSW BUSINESSLINK BOARD

Director-General (Board Director)	Neil Shepherd
Deputy Director-General, Corporate Services	Alan Ramsey

NSW CHILD PROTECTION WATCH TEAM INTERAGENCY WORKING GROUP (NSW POLICE FORCE)²⁶

Director, Child Protection Policy and Service Reform	Eija Roti
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NSW CHILDREN AND YOUNG PEOPLE'S HEALTH PRIORITY TASKFORCE

Executive Director, Communities	Sonja Stewart
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NSW EXECUTIVE OF AUSTRALIA AND NEW ZEALAND EDUCATION LAW ASSOCIATION

Director, Legal Services	Roderick Best
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NSW INFLUENZA PANDEMIC TASKFORCE

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

²⁶ Ceased operations in September 2006.

NSW LAW SOCIETY FAMILY ISSUES COMMITTEE

Director, Legal Services	Roderick Best
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NSW LAW SOCIETY SPECIALIST ACCREDITATION COMMITTEE ON CHILD LAW

Director, Legal Services	Roderick Best
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NSW PUBLIC SECTOR WORKFORCE PLANNING ADVISORY GROUP

Executive Director, Corporate and Workforce Strategies	Jo Grisard
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NSW STATE DISASTER RECOVERY COMMITTEE

Manager, State Disaster Recovery Centre (Chair)	Wendy Graham
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NSW STATE EMERGENCY MANAGEMENT COMMITTEE

Manager, State Disaster Recovery Centre	Wendy Graham
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NSW VICTIMS OF CRIME INTERAGENCY

Senior Project Officer, Violence Against Women, Communities	Jacquie Cheetham
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Project Officer, Violence Against Women, Communities	Janice Bagot
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PRESCHOOL INVESTMENT AND REFORM PLAN WORKING GROUP²⁷

Deputy Director-General, Service System Development (Chair)	Gül Izmir
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Executive Director, Service Funding Strategy	Toni Milne
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Executive Director, Children's Services	John Tansey
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PREMIER'S COUNCIL ON ACTIVE LIVING

Manager, Communities Strategy	John Macmillan
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RECEPTION AND ASSISTANCE CENTRES WORKING GROUP

Manager, State Disaster Recovery Centre	Wendy Graham
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REDFERN/WATERLOO CHIEF EXECUTIVE OFFICER'S STEERING COMMITTEE

Director-General	Neil Shepherd
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Regional Director, Metro Central	Anne-Maree Sabellico
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SUPPORTED ACCOMMODATION ASSISTANCE PROGRAM COORDINATION AND DEVELOPMENT COMMITTEE (FAMILY AND COMMUNITY SERVICES)

Executive Director, Service Funding Strategy	Toni Milne
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Director, Policy Development and Service Planning	Simone Walker
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Director, Service Funding Projects	Allan Raisin
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TWO WAYS TOGETHER COORDINATING COMMITTEE

Director, Aboriginal Services Branch	Carmen Parter
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TWO WAYS TOGETHER FAMILIES AND COMMUNITIES CLUSTER

Director, Aboriginal Services Branch	Carmen Parter
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²⁷ Established July 2006.

**VIOLENCE AGAINST WOMEN (VAW) STATE MANAGEMENT GROUP
(NSW ATTORNEY-GENERAL'S DEPARTMENT)**

Director-General	Neil Shepherd
Executive Director, Communities	Sonja Stewart

**WORKING PARTY ON ABORIGINAL ISSUES IN CARE PROCEEDINGS
(NSW ATTORNEY-GENERAL'S DEPARTMENT)**

Director, Legal Services	Roderick Best
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**WORKING PARTY ON MATTERS OF CARE LAW WITH CHILDREN'S COURT, LEGAL AID AND
NSW ATTORNEY-GENERAL'S DEPARTMENT**

Director, Legal Services	Roderick Best
Legal Officer	Emma Hurford
Legal Officer	Donna Mapledoram

WORKING PARTY TO ESTABLISH A PROTOCOL FOR INDEPENDENT CHILDREN'S LAWYERS

Team Leader, Child Law	Derek Smith
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**WORKING TOGETHER FOR NSW JOINT IMPLEMENTATION COMMITTEE (HUMAN SERVICES CHIEF
EXECUTIVE OFFICER'S AND FORUM OF NON-GOVERNMENT AGENCIES)**

Director-General	Neil Shepherd
Executive Director, Communities	Sonja Stewart

YOUTH ADVISORY COUNCIL

Manager, Youth Strategy and Participation, Communities (ex-officio member)	Tony Wiseheart
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YOUTH ALCOHOL ACTION PLAN ADVISORY COMMITTEE

Director, Strategy and Planning, Communities	Paul Murphy
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YOUTH JUSTICE ADVISORY COUNCIL

Director, Strategy and Planning, Communities	Paul Murphy
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YOUTH PARTNERSHIP WITH PACIFIC COMMUNITIES IMPLEMENTATION COMMITTEE

Executive Director, Communities	Sonja Stewart
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Appendix 3 Executive reports

Number of executive positions*

NUMBER OF POSITIONS HELD

Level	2007	2006
8	1	1
7	0	0
6	2	2
5	2	2
4	6	5
3	14	13
2	3	2
1	0	0

* Positions held at each level as at 30 June each year.

EXECUTIVE REMUNERATION – SES LEVEL 5 AND ABOVE AS AT 30 JUNE 2007

Position title	Name of occupant	SES Level	Total remuneration package (\$)	Period
Director-General	Neil Shepherd	8	\$437,740	Full year
Deputy Director-General, Operations	Annette Gallard	6	\$304,000	Full year
Deputy Director-General, Service System Development	Gül Izmir	6	\$305,000	Full year
Deputy Director-General, Corporate Services	Alan Ramsey	5	\$247,300	Full year
Deputy Director-General, Strategy, Communication and Governance	Donna Rygate	5	\$247,300	Full year

NUMBER OF FEMALE EXECUTIVES*

	2007	2006
Number of executive positions	28	25
Number of women in executive positions	21	18
Percentage	75	72

* Positions held as at 30 June each year.

Performance reports for officers SES level 5 and above

Position: Director-General

Position holder: Dr Neil Shepherd

SES Level: 8

Period in position: Whole year

Key achievements over the period were:

- ❖ Continued to progress implementation of DoCS five full year \$1.2 billion reform program
- ❖ Recruited 534 caseworkers in 2006/07
- ❖ Progressed a comprehensive Aboriginal Employment and Organisational Development Framework
- ❖ Improved DoCS data quality and implemented data quality management strategies
- ❖ Developed DoCS Evaluation Agenda and Economic Evaluation Guidelines
- ❖ Implemented a revised project management framework for major projects
- ❖ Progressively reviewed all funding practices in line with the DoCS Funding Policy
- ❖ Commenced review of the Community Services Grants Program
- ❖ Continued implementing the recommendations of the performance audit of the Helpline
- ❖ Contributed to the development of the COAG Early Childhood Care and Education Human Capital reform directions and the NSW Human Capital Action Plan
- ❖ Completed a review of DoCS service delivery strategies for children's services
- ❖ Upgraded the DoCS client information system hardware platform
- ❖ Foster care improvements – reviewed and implemented new allowances and contingencies, established dedicated Carer Support Teams and regional Foster Carer Advisory Groups, released a Partnership Agreement between DoCS and carers and published the newsletter *Fostering Our Future*
- ❖ Finalised and implemented the Department's Aboriginal Strategic Commitment
- ❖ Launched *Spotlight on Safety* social research report
- ❖ Launched the DoCS early intervention program Brighter Futures and developed the *Brighter Futures Service Provision Guidelines*
- ❖ Continued implementation of the neglect policy and revised secondary assessment procedures for children at risk of harm
- ❖ Commenced work on the Child Protection Major Project and substantially progressed the Out-of-Home Care Major Project
- ❖ Developed significant new policies and services models including Case Management, Relative and Kinship Care, Intensive and General Foster Care Service Models, Wraparound Services, and Residential (and related) Care Models
- ❖ Made further improvements in the management and monitoring of High Needs Kids placements
- ❖ Progressively rolled out the Permanency Planning Demonstration Project to community services centres across the state
- ❖ Progressed an Aboriginal Out-of-Home Care Capacity Building Project
- ❖ Implemented the Two Ways Together Families and Communities Cluster Action Plan for Aboriginal families and clients
- ❖ Participated in the development of the State Plan and commenced work on the two priorities for which DoCS is lead agency (F6 and F7)
- ❖ Participated in Human Services CEOs Forum activities including Youth Action Plan, Families NSW and implementation of projects under the NGO Development and Support Initiative.

Position: Deputy Director-General, Operations

Position holder: Annette Gallard

SES Level: 6

Period in position: Whole year

Key achievements over the period were:

- ❖ Led the process of integrating the various DoCS reform projects into DoCS' community services centres known as Enhanced Service Delivery
- ❖ Developed the Professional Development and Quality Assurance Program to improve DoCS casework practice
- ❖ Developed systems to introduce new initiatives into community services centres taking into account the complexity of the change and the need to tailor to specific staff roles
- ❖ Developed and implemented a new agreement with foster carers that is being implemented statewide
- ❖ Completed the writing and amendment of 46 Business Help procedural documents and reoriented the program to link more closely with the roll-out of the DoCS reform program
- ❖ Recruited, assessed and trained new foster carers as a result of a major recruitment campaign that was held during Foster Care Week 2006
- ❖ Developed a new management structure for psychologists and an approach to allocating new psychologist resources
- ❖ Reviewed and revised existing regional positions to deliver the Professional Development and Quality Assurance Program
- ❖ Developed Practice Standards as best practice benchmarks for the delivery of casework services
- ❖ Led the development of a consistent approach to the delivery of child protection intake services in community services centres
- ❖ Introduced court liaison officers to community services centres to make the court process more efficient
- ❖ Introduced field kits for caseworkers to use on home visits
- ❖ Provided guidelines on a consistent approach to deploying out-of-home care caseworkers in community services centres
- ❖ Developed guidance on priority for case allocation in out-of-home care
- ❖ Finalised the *Intake Assessment Guidelines* to assist casework staff in decision-making about highly vulnerable children and young people
- ❖ Developed new after-hours arrangements for delivering child protection services in regional areas
- ❖ Improved the performance of the DoCS Helpline and increased staffing to better manage increasing demand
- ❖ Introduced new rostering arrangements at the DoCS Helpline that improved coverage and offered better rostering options to staff
- ❖ Introduced a new after-hours team to respond to call-outs in the metropolitan area and to coordinate after hours responses in country areas
- ❖ Introduced a standardised fax form for use by mandatory reporters in the NSW Police Force, NSW Health and Department of Education and Training for making reports to the DoCS Helpline
- ❖ Implemented a review of adoptions that moved responsibility for adoption service delivery to Operations Division and integrated out-of-home care adoptions into the roll-out of permanency planning
- ❖ Developed implementation plans for the review of JIRT with a specific focus on improving the JIRT initial response and improving the response to Aboriginal victims and their families
- ❖ Prepared the second Annual Report to the Office for Children – Children's Guardian (OCCG) on DoCS progress towards meeting accreditation standards and led the annual review by the OCCG of more than 1,500 case files
- ❖ Implemented the Neglect Policy using videos, case studies and other resources across the state to trial new approaches to improving casework practice and developed structured sessions to improve the capacity of DoCS caseworkers to conduct secondary assessments
- ❖ Introduced behaviour management strategies and training for DoCS casework staff working with children in out-of-home care
- ❖ Delivered disaster recovery services including the coordination of the recovery effort for the Hunter and Central Coast floods
- ❖ Commenced a trial of Parent Responsibility Contracts at eight community services centres
- ❖ Implemented new interstate transfer of orders and proceedings legislation
- ❖ Reviewed the placements of 198 children in the care of Aboriginal Children's Services
- ❖ Represented New South Wales at meetings of Commonwealth and State Community Services officials
- ❖ Established a Drug and Alcohol Expertise Unit to provide advice on drug use by parents and to assist in the Drug Testing Trial being conducted in four community services centres.

Position: Deputy Director-General, Service System Development

Position holder: Dr Gül Izmir

SES Level: 6

Period in position: Whole year

Key achievements over the period were:

- ❖ Allocated \$17.6 million to improve the viability and/ or affordability of 539 preschool services under the Preschool Investment and Reform Plan (PIRP)
- ❖ Implemented the first of a number of significant reforms to children's services, including central licensing and associated reforms to licensing processes for children's services, plus a strategic monitoring and compliance framework and the start of analysis to help further improve the viability of the preschool sector
- ❖ Completed funding roll-out to non-government organisations (NGOs) for the Brighter Futures early intervention program. The funding was accompanied by training and tools to ensure DoCS and NGOs could implement the program consistently and harmoniously. This exciting new program includes case management, home visiting, parenting programs and quality children's services for participating families. The program provides for over 2,700 families to receive case management, over 4,300 Brighter Futures children to receive two days per week in quality children's services, and over 6,000 places for client families in parenting programs. A series of additional resources were produced to help Aboriginal families engage with the program
- ❖ Completed the tender process for the five year Longitudinal Study of Children in Out-of-Home Care and the continuation of the five year Brighter Futures Evaluation
- ❖ Completed statutory reviews of the *Children and Young Persons (Care and Protection) Act 1998* and the *Adoption Act 2000* – both review reports were tabled in Parliament by the Minister. The former was followed by the release of a public discussion paper and the scoping of a new major project to significantly reform child protection services
- ❖ Introduced new payment arrangements to support children and young people in out-of-home care, plus improvements to expenditure reporting for DoCS Regions
- ❖ Implemented an Expression of Interest for service providers for out-of-home care, as a result of which performance-based contracting will be introduced for all new service providers, with a review of service plans for existing providers
- ❖ Introduced a range of additional programs to assist Aboriginal children, including specified Brighter Futures places, assistance to Aboriginal service providers to help them improve viability and increase capacity, and an evaluation (not yet completed) of Intensive Family Based Services to assist with their expansion to all regions
- ❖ Established trials of new child protection policies, including on Parental Drug Testing and Prenatal Reporting
- ❖ Obtained agreement with the Commonwealth Government on the priorities for enactment over the life of the Supported Accommodation Assistance Program (SAAP) V Agreement
- ❖ Piloted the new DoCS Performance Monitoring Framework was piloted with SAAP funded services in 2006/07, including 18 information sessions for 500 NGOs on the new procedures and on the importance of quality data
- ❖ Commenced a review of the Community Services Grants Program to provide options for streamlining contract and accountability processes and promoting the viability of small service providers
- ❖ Progressed a pilot in the use of Results Based Accountability in selected family support and neighbourhood centres in partnership with NSW Family Services Inc and the Local Community Services Association
- ❖ Ongoing data improvement projects, including continued development of the Corporate Information Warehouse and the provision of advice and assistance to NGOs collecting data to report to DoCS on Brighter Futures and Out-of-Home Care services
- ❖ Completed a large number of literature reviews, research studies and Research to Practice Notes (to assist field officers) on child welfare related issues, together with monthly lectures from visiting experts, including Dr Marie Connelly on Family Conferencing; John Landsverk on longitudinal studies in OOH in California and Ted Melhuish from the University of London on the application of research evidence to working with young children and their families.

Dr Izmir was Deputy Director-General, Research, Funding and Business Analysis until a restructure of the Department in January 2007. In this restructure she gained responsibility for the Child Protection and Early Intervention, Out-of-Home Care and Children's Services Directorates which had previously been within the Communities and Policy Division.

The former Research, Funding and Business Analysis was reorganised into the Economics, Statistics and Research Directorate and Business Intelligence and Performance Directorate.

Position: Deputy-Director General, Strategy, Communication and Governance

Position holder: Donna Rygate

SES Level: 5

Period in position: Whole year

Key achievements over the period were:

- ❖ Launched the social research report *Spotlight on Safety*
- ❖ Developed and implemented awareness raising campaigns for: Child Protection Week, Children's Week, Families Week and developed a range of resources for NAIDOC Week
- ❖ Finalised *DoCS Style Guide*
- ❖ Facilitated the 2006 Foster Care Awards, Foster Carers' Picnic and arranged DoCS sponsorship of the *Parramatta Girl's* season at Belvoir Street Theatre
- ❖ Commenced a joint project on Methadone Related Child Deaths with NSW Health
- ❖ Coordinated work on reforms to DoCS service delivery to unaccompanied humanitarian minors
- ❖ Led and coordinated DoCS response to the Government's Aboriginal Child Sexual Assault (ACSA) Interagency Plan and prepared ACSA Taskforce responses
- ❖ Developed training material on issues management
- ❖ Provided training to regional staff in the investigation of reportable conduct
- ❖ Coordinated DoCS response to the Ombudsman on the Reviewable Deaths Annual Report
- ❖ Commenced review of Memorandum of Understanding between DoCS and the Department of Corrective Services
- ❖ Provided the Minister and Director-General with comprehensive and timely briefings, correspondence and advice
- ❖ Provided staff support teams for critical events
- ❖ Processed 375 Freedom of Information applications 125 Interstate Former Ward applications and commenced a historical records project
- ❖ Managed development and production of a Neglect Video
- ❖ Developed and implemented communication action plans to support National Sorry Day and Reconciliation Week, DoCS neglect initiative and staff conferences
- ❖ Implemented communication activities to improve DoCS relationship with foster carers
- ❖ Coordinated major publications for the Department
- ❖ Developed Brighter Futures brand for DoCS early intervention program
- ❖ Provided sponsorship and support to assist the former inmates of the Hay Institute for Girls return to Hay for a reunion
- ❖ Distributed more than 794,623 resources
- ❖ Completed a usability test of the Department's website
- ❖ Prepared the 2005/06 Annual Report
- ❖ Commenced a co-sleeping project aimed at improving knowledge in the area of co-sleeping related child deaths
- ❖ Facilitated a case file audit undertaken by the Office for Children – Children's Guardian (over 1,500 files audited)
- ❖ Commenced a review of the DoCS and Department of Corrective Services Memorandum of Understanding
- ❖ Supported the Community and Disability Services Ministers' Conference and Community and Disability Services Ministers' Advisory Council meetings
- ❖ Monitored and reported on the implementation of DoCS-led actions in Interagency Action Plan for Better Mental Health
- ❖ Monitored and reported on departmental actions for State Plan priorities where DoCS is a partner
- ❖ Monitored and analysed the impact of Commonwealth policies on DoCS clients
- ❖ Developed a draft Governance Strategy and commenced stakeholder consultation
- ❖ Provided governance and privacy advice
- ❖ Organised a privacy issues Practice Solutions session for DoCS staff
- ❖ Published a *Guide to Governance*
- ❖ Processed KiDS checks for the department
- ❖ Scanned ward indexes for improved access
- ❖ Verified subjects in each image in the Department's historic photo collection (5,000 images).

**Position: Deputy Director-General,
Corporate Services**

Position holder: Alan Ramsey

SES Level: 5

Period in position: Whole year

Key achievements over the period were:

- ❖ Managed the development of the DoCS Information Management and Technology Strategic Plan
- ❖ Managed the accommodation aspect of the Enhanced Service Delivery Program
- ❖ Commenced the review of DoCS Financial and Administrative policies and practices
- ❖ Completed the review of OOHC financial processes and implemented new KIDS/SAP functionality which was incorporated in Releases B and C of the KIDS software
- ❖ Purchased the new Intranet/Internet Content Management System (CMS) Software solution and began implementation of the new system
- ❖ Finalised the transition of KIDS to the new IBM platform at Businesslink and completed the upgrades to KIDS in version releases B, C and D
- ❖ Completed the upload of the agreed 2006/07 budget to the SAP finance system so that branch agreed budget numbers were available to all managers by 31 July 2006
- ❖ Finalised Treasury Forward Estimate returns for the 2007/08 DoCS budget
- ❖ Drafted the proposed budget allocation for 2007/08 for all DoCS branches and obtained Director-General and Executive agreement to the budget
- ❖ Prepared the 2007/08 DoCS budget for inclusion in the NSW Budget Papers and for allocation within the Department
- ❖ Negotiated with NSW Businesslink to develop a price and performance measure structure for the provision of shared services to the Department.



Appendix 4 Policies and plans

Equal Employment Opportunity

As at the end of June 2007, DoCS employed a total of 3,997 people including both full-time and part-time employees (excluding casuals).

A total of 82 per cent of staff were female and 18 per cent male. There were 196 Aboriginal identified positions, of which 164 were involved in direct service delivery, and 71 multicultural identified positions, 61 of which were caseworkers.

Six Aboriginal cadetships continued throughout 2006/07. These included two social work/welfare cadets, two legal cadets and two psychology cadets.

The Aboriginal Reference Group continued to meet regularly during the year and provided forums for consultation, networks for staff support and contributions to planned business activities. Aboriginal Services Branch continues to provide internal support and professional development for Indigenous staff.

The Multicultural Staff Reference Group (MSRG) met quarterly to monitor implementation of DoCS Ethnic Affairs Priorities Statement (EAPS) Plan 2006/07. The MSRG provided advice on:

- ❖ recruitment of and support for culturally diverse staff
- ❖ delivery of services to culturally and linguistically diverse clients
- ❖ course content relating to cultural awareness.

For further information refer to the Ethnic Affairs Priorities Statement on page 160.

TRENDS IN THE REPRESENTATION OF EEO GROUPS

EEO group	Benchmark or target	% of total staff			
		2006/07	2005/06	2004/05	2003/04
Women	50	82	81	81	81
Aboriginal people and Torres Strait Islanders	2	14.4*	10.1	11.5	5.6
People whose first language was not English	20	18	18	20	20
People with a disability	12	6	6	7	12
People with a disability requiring work-related adjustment	7	2.3	2.5	2.7	3

Note: The accuracy of these estimates depends on a combination of factors, including response rates, sample sizes, and various types of bias which may arise from the administration of and responses to the EEO survey.

Where response rates are less than 100 per cent, it is necessary to estimate the representation of EEO groups other than women. The response rate in DoCS is less than 100 per cent in relation to employees identifying in all categories other than women.

Source: NSW Public Sector Workforce Profile, NSW Public Employment Office.

* This figure is based on the response rate to the survey. As the response rate is less than 100 per cent it is not an accurate representation. DoCS data indicates that the actual percentage of Aboriginal and Torres Strait Islander staff is around 7%.

TRENDS IN THE DISTRIBUTION OF EEO GROUPS

EEO group	Benchmark or target	Distribution index			
		2006/07	2005/06	2004/05	2003/04
Women	100	93	92	91	89
Aboriginal people and Torres Strait Islanders	100	96	99	93	102
People whose first language was not English	100	100	100	101	99
People with a disability	100	102	102	101	98
People with a disability requiring work-related adjustment	100	103	104	102	98

Notes:

- 1 Staff numbers as at 30 June each year.
- 2 Excludes casual staff.
- 3 A Distribution Index of 100 indicates that the centre of the distribution of the EEO group across salary levels is equivalent to that of other staff. Values less than 100 mean that the EEO group tends to be more concentrated at lower salary levels than is the case for other staff. The more pronounced this tendency is, the lower the index will be. In some cases the index may be more than 100, indicating that the EEO group is less concentrated at lower salary levels. The Distribution Index is automatically calculated by the software provided by ODEOPE.
- 4 The Distribution Index is not calculated where EEO group or non-EEO group numbers are less than 20.

The Department's planned EEO outcomes for 2007/08 include:

- ❖ developing a policy to manage temporary vacancies that ensures consistency and equity
- ❖ reviewing DoCS ethnic affairs policy directions
- ❖ developing and implementing a part-time policy and monitoring its impact on staff, including EEO group members, in terms of work/life balance
- ❖ undertaking various learning and development initiatives including Aboriginal cultural awareness training
- ❖ developing a comprehensive Indigenous recruitment, retention and career development strategy that includes components of cultural awareness and professional training
- ❖ generating and reviewing six-monthly reports on exit survey information, including trends and perceptions of EEO group members to inform future HR management and workforce planning
- ❖ continuing recruitment to new positions as part of the Multicultural Caseworker Program
- ❖ recognising the efforts of DoCS Aboriginal staff with an annual outstanding achievement awards program as part of the DoCS staff recognition program.

NSW Government Commitment to Women

The NSW Government is committed to building an equitable, inclusive and safe society where all women are valued and respected, can contribute meaningfully and are able to enjoy the rights, freedoms and protections to which everyone in NSW is entitled.

In 2006, the NSW Government produced a policy document *Our Commitment to Women* which draws on the goals, priorities and targets in the NSW State Plan.

DoCS contributed towards the development of the document and has lead responsibility for many of the strategies outlined, including leadership of the NSW Strategy to Reduce Violence Against Women, the Government's key program on the prevention of violence against women. Our work on tackling domestic violence is outlined comprehensively in Section 1 of this report.

DoCS also leads many of the NSW Government's strategies to support Aboriginal women, including Intensive Family Based Services to help keep Aboriginal families together, and programs under the Aboriginal Child, Youth and Family Strategy and Families NSW, such as supported playgroups, family support services and parenting programs. More information can be found in Sections 1 and 3.

The Preschool Investment and Reform Plan is an \$85.2 million investment that aims to bring preschool attendance levels to 95 per cent. DoCS is providing \$17.6 million from 2006 to 2008 to help more than 800 community-based preschools stabilise their services and reduce their fees. More information on our work in children's services is in Section 2.

DoCS is also supporting young women through our implementation of the Youth Action Plan and funding of services and activities for young people. More detail on these strategies is in Section 1.

DoCS is committed to providing women staff with professional development and career advancement opportunities. DoCS operates under a flexible work agreement which respects work/family balance. Women occupy 75 per cent of senior executive positions and 82 per cent of total staff.

Ethnic Affairs Priorities Statement

This report outlines progress that DoCS has made in implementing its Ethnic Affairs Priorities Statement (EAPS) Plan in 2006/07 and key ethnic affairs strategies planned for 2007/08.

Planning and evaluation

EAPS is being incorporated into all business and corporate planning and reporting processes of the Department. DoCS next five-year plan is being developed to incorporate EAPS planning and reporting, and strategies to meet the service needs of culturally diverse clients.

Reinforcing its commitment to evidence-based practice and programs, the Department has funded a three-year collaborative research project with the Social Policy Research Centre at the University of NSW to examine child protection practice with clients from several migrant and refugee communities, and determine good practice and strategies.

Program and service delivery

In 2006/07 the Department had a range of programs in place to achieve accessible and effective service delivery to culturally and linguistically diverse clients and communities.

An enhanced Multicultural Caseworker Program has been established, with 61 multicultural caseworker positions across NSW targeting 17 different communities, to provide culturally and linguistically appropriate casework to culturally diverse families. Major progress has been made in recruiting multicultural caseworkers.

Practice standards and a new practice resource on child protection assessments with clients from migrant and refugee backgrounds have been produced to support good cross-cultural practice by caseworkers. These are being put into effect through statewide training for caseworkers on effective casework with clients and families from migrant and refugee backgrounds.

The Metropolitan Muslim Foster Care Project continues to recruit Muslim foster carers and to provide foster care which is appropriate regarding religion, culture and language for Muslim children and young people.

The Metro West region of the Department has developed and resourced the African Learning Circle, a two-way learning forum for departmental and African community representatives. This has built partnerships and led to the establishment of the African Sessional Workers Pilot Project which is engaging African workers through a non-government organisation to support DoCS caseworkers.

Staffing

In the area of caseworker recruitment, the Department continued assessment of the cultural competency of applicants through the Caseworker Recruitment Assessment Centre.

Improvements to cross cultural casework practice were achieved through the release of a resource document for all caseworkers on child protection assessments with clients from migrant and refugee backgrounds. This was reinforced by developing standards for effective cross-cultural casework, and the development of training. Statewide training on this has commenced and will be provided to all metropolitan community services centres and select regional locations.

Communication

The Department uses phone and on-site interpreters in its caseworker practice with linguistically diverse clients and has a practice resource to support this. Additional staff have been accredited under the Community Language Allowance Scheme (CLAS), in target languages and locations. At 30 June 2007, there were 105 CLAS-accredited staff across the Department, covering 28 languages.

A program to provide interpreting services to DoCS grant funded organisations is in place, utilising the Translating and Interpreting Service (TIS). There are 340 agencies registered to use this program, which provided interpreters on 5,600 occasions in 2006/07 to funded organisations.

The Department's key information pamphlets *Spot It, Help Stop It* and *Domestic Violence – what it is and how to get help* are translated into 17 community languages.

Statewide and regional consultation forums are in place to inform planning and service delivery, including the external NSW Ethnic Affairs Advisory Group and Regional Multicultural Advisory Committees operating in Metro Central, Metro West and Hunter/Central Coast regions. Staff were consulted internally through a statewide Multicultural Staff Reference Group which has regional representatives.

Funded services

The Department formally concluded the NSW Youth Partnership with Pacific Communities which received the Gold Award in the Social Justice category of the Premier's Public Sector Awards in 2006.

Brighter Futures Lead Agencies in the Metro South West region have been contracted to provide services specifically to families of non-English speaking background, within their programs.

EAPS priorities for 2007/08

The following key ethnic affairs priorities have been identified for 2007/08:

Planning and evaluation:

- ❖ complete the Department's new five-year Multicultural Strategic Commitment, incorporating strategies under the EAPS Plan. This will be integrated with the Department's five-year Corporate Plan
- ❖ a collaborative research project will provide information on effective caseworker practice with culturally diverse children in the child protection system.

Program and service delivery:

- ❖ incorporate practice standards on working with culturally and linguistically diverse clients into the Department's Professional Development and Quality Assurance Framework
- ❖ practice resources will be finalised for DoCS casework assessment and intervention with culturally and linguistically diverse clients, covering practice in child protection, out-of-home care and Brighter Futures, and training provided to caseworkers on effective casework with migrant and refugee clients
- ❖ infrastructure and resources will be developed to support the recruitment of culturally and linguistically diverse foster carers and culturally appropriate care for children and young people in out-of-home care.

Staffing:

- ❖ recruitment to all Multicultural Caseworker positions to complete establishment of that program.

Communication:

- ❖ enhanced practice guidelines in the use of interpreters will be finalised and training on this provided to caseworkers at community service centres
- ❖ an Emerging Communities Education Strategy will be implemented, to increase understanding by newly arrived refugee communities of the child protection system, and the role of DoCS.

Funded services:

- ❖ the Department will continue to fund projects and services which specifically target the needs of culturally and linguistically diverse clients and communities, and work with generalist services to ensure accessible service delivery to culturally diverse clients.

Disability Action Plan

The DoCS Disability Action Plan 2004-2009 details the actions the Department will take over the five-year period to make it more responsive to disability issues. The goals of the plan are to know more about how we can make the services provided, funded or licensed by DoCS more accessible to people with disabilities, actively involve people with disabilities in shaping the services DoCS provides to them, employ more people with disabilities in DoCS, and recognise the contribution that people with disabilities make to our community.

Over the past 12 months DoCS has:

- ❖ continued to upgrade all of its leased and owned buildings and the JIRT offices to meet DoCS building standards. All new leases seek to ensure lift access (where necessary), disabled parking, disabled toilets and independent access for people with disabilities
- ❖ continued to assess other DoCS owned sites for physical accessibility for the occupants
- ❖ continued to fit systems to assist people who are hearing impaired in reception and meeting rooms as sites are upgraded
- ❖ updated emergency procedures with an Emergency Management Policy, Guide and Reference Manual that includes ensuring arrangements for staff with a disability are addressed
- ❖ requested applicants for positions in DoCS, prior to attending assessments, to advise of any particular needs for access or support during the assessment process, to enable them to compete on an equitable basis
- ❖ requested all new staff to complete a health declaration to identify requirements for workplace modifications. If required, a workplace assessment is undertaken to inform what support is needed to enable the employee to do their job
- ❖ maintained a facility on the SAP HR system for staff to identify themselves as a person with a disability and to identify any incident or concerns about their work environment

- ❖ developed Caseworker Development Course Modules that include information on working with families where a member has a disability, including planning for placement needs and leaving care needs for a young person with an intellectual disability
- ❖ commenced piloting Caseworker Development Course modules with disability specific content that include 'working with parents with an intellectual disability in child protection', and 'communicating with children and young people who may have a disability'
- ❖ introduced instruction on interviewing adults and young people with physical, sensory and/or intellectual disabilities in the Joint Investigation Response Team training
- ❖ included TTY phone numbers on all new and reprinted publications produced during the year and on the DoCS website
- ❖ ensured that TTY services installed at the Helpline and Domestic Violence Line continued to be operational, with all new staff employed at these sites receiving training on TTY use during their induction training
- ❖ ensured that JAWS screen reader technology for identified users who are visually impaired continued to be available on request. This software is approved by Vision Australia and works for all the Department's standard desktop software applications, including Microsoft desktop products and email
- ❖ published the SCAN (*Supporting Children with Additional Needs*) brochures on DoCS website in six community languages
- ❖ improved the accessibility of the DoCS website by adding a skip to content link that allows visitors that use a screen reader to skip the long list of navigation options for each page – it skips straight to the main content, adding 'access keys' that allow the visitor to just press a key to access 'search', 'site index', 'home' or 'contact us'; and achieved an AA rating for website accessibility
- ❖ continued to review complaints procedures to ensure that complaints are resolved in an inclusive way.

Code of Conduct and Ethics

DoCS *Code of Conduct and Ethics* is based on the following principles which require all staff members to:

1. Have respect for the law and the system of government under which they carry out their duties of employment
2. Perform their duties with professionalism, objectivity, honesty, integrity and compassion, and in the best interests of the people who receive the services of the Department
3. Show respect for all persons (clients, colleagues, and members of the public) and their rights
4. Observe fairness and equity in all official dealings with the public and with other public sector employees
5. Manage real or perceived conflicts of interest
6. Ensure the proper use of official information
7. Maintain proper standards of confidentiality when considering making public comment
8. Ensure the efficient and effective use of public resources in the public interest
9. Report suspected corrupt behaviour by other staff members.

A copy of DoCS *Code of Conduct and Ethics* is available on DoCS website www.community.nsw.gov.au.

Privacy and personal information

The *Privacy and Personal Information Protection Act 1998* requires public sector agencies to include a statement of compliance with the Act and statistical details of any reviews conducted under Part 5 of the Act.

DoCS Privacy Management Plan describes policies and procedures to ensure compliance with the Act, and includes a range of strategies to improve DoCS handling of personal and health information.

During the reporting period eight internal reviews under Part 5 of the Act were completed.

Appendix 5 Overseas visits

Officer	Destination	Period	Purpose
Sue Dawson Deputy Director-General, Communities and Policy	New Zealand	22-23 August 2006	Attended International Community Services Ministerial Advisory Committee Conference
Sonja Stewart Executive Director, Communities	New Zealand	10-11 July 2006	Attended 'Emerging Pacific Leaders' Dialogue – Navigating our future together'
Helen Freeland Executive Director, Helpline	New Zealand	11-16 February 2007	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
Jill Herberte Regional Director, Southern	New Zealand	28 November- 1 December 2006	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
Susan Priivald Regional Director, Northern	New Zealand	27 November- 1 December 2006	Part of Executive Masters in Public Administration, Australian and New Zealand School of Government study program
Ryan Cremer Manager, Client Services – Specialist Services (Western Region)	New Zealand	11-16 February 2007	Attended International Foster Care Organisation Conference
Marilyn Chilvers Executive Director, Economics, Statistics and Research	USA	21 June – 30 June 2007	Inaugural conference of the International Society for Child Indicators in Chicago
Jeff Guild Senior Policy Officer, Out-of-Home Care	New Zealand	11-15 February 2007	15th Biennial Conference of the International Foster Care Organisation

Appendix 6 Waste reduction and purchasing policy statement

DoCS has adopted responsible management practices aimed at reducing the quantity of waste and increasing reuse or recycling of paper and office equipment waste. Offices are equipped with recycling bins for paper materials and staff are encouraged to recycle rather than treat used paper as waste.

The purchase of recycled toner cartridges is increasing and a toner cartridge recycling program is operational. One hundred per cent recycled plain paper is purchased for use in facsimile machines, photocopiers and laser printers.

Reams of virgin paper purchased	Amount (\$)	Reams of recycled paper purchased	Amount (\$)	Amount of paper sent for recycling (ton)
48,230	\$253,971	23,884	\$118,746	69.57

New printer cartridges purchased	Amount (\$)	Re-manufactured cartridges purchased	Amount (\$)
1,499	\$207,465	1,323	\$201,045

DoCS has adopted responsible management practices aimed at reducing the quantity of waste and increasing reuse and recycling of paper.

Appendix 7 Energy management policy statement

DoCS has implemented an Energy Management Policy and Strategy to ensure compliance with whole-of-government reporting and energy management improvement.

Consumer Price Index charge increases and additional accommodation acquired during the year to accommodate the increase in staff resulted in an increase in the cost of energy usage (electricity and gas) within DoCS from \$1.629 million in 2005/2006 to \$1.832 million in 2006/2007.

However the actual cost of energy per head decreased from \$466 in 2005-06 to \$458 in 2006-07. A consultant was engaged to transfer a number of sites to government contract which has led to improved savings in energy consumption.

Electricity	Gas
\$1,831,695	\$5,282



Appendix 8 Publications

DoCS has a large number of brochures, fact sheets, research and policy papers, reports and other publications available to the public. These provide information for individuals, families and partner organisations about the full range of issues covered by DoCS, including information about how DoCS works.

All publications are available via our website. To download or place an order, please visit www.community.nsw.gov.au.

The following publications were produced, updated or reprinted in 2006/07.

Brochures, booklets and posters

- ❖ 16 ways to stop violence against women poster
- ❖ Adoption in NSW: Information for members of the Muslim community
- ❖ Being a parent isn't easy poster (Families Week 2007)
- ❖ Being a parent can be tough – help and support can make a real difference poster (Brighter Futures)
- ❖ Children's Week 2006 avant postcard
- ❖ Dare you to become a foster carer avant postcard
- ❖ Do you want to stay at home and have the violence leave? (Updated information for women about exclusion orders which can assist the victim to remain at home as part of an apprehended violence order)
- ❖ DrugNet – your one-stop shop for drug and alcohol information
- ❖ Foster Care Week resources – poster, avant postcards, magnets
- ❖ Foster care Kit – reprint
- ❖ Games 4 babies, games 4 toddlers (Families Week 2007)
- ❖ Kings Cross and Central Sydney Adolescent Unit: helping young people
- ❖ Men can help stop violence against women poster
- ❖ NAIDOC Week paint postcard set with brush and paint
- ❖ Our carers for our kids: A guide to training Aboriginal people applying to become foster carers (trainer's guide)
- ❖ Our carers for our kids: participant's guide
- ❖ Pacific communities online website promotional postcard
- ❖ Safe and strong families calendar 2007
- ❖ School holiday parent kit
- ❖ Supporting someone who experiences domestic violence
- ❖ The little black book for strong black women (leaving domestic violence)
- ❖ Time together postcard (Families Week 2007)
- ❖ Your child's safety: Advice for parents on storing methadone, safe sleeping and settling babies brochure and poster
- ❖ Your next step – leaving care booklet

Fact sheets

- ❖ About the Brighter Futures early intervention program
- ❖ Amendments to the *Children and Young Persons (Care and Protection) Act 1998*
- ❖ Careers information (employment information for caseworker, Aboriginal caseworker, Helpline caseworker, legal officer, psychologist positions)
- ❖ Careers: working for DoCS (general information)
- ❖ Charter of rights for children and young people in care
- ❖ Drought financial assistance eligibility
- ❖ Foster carer allowances
- ❖ Information for parents – Brighter Futures early intervention program
- ❖ Out-of-home care funding roll-out
- ❖ Preschool investment and reform plan
- ❖ Interpreting scheme for DoCS funded services
- ❖ Information for agencies – parent responsibility contracts
- ❖ Information for parents and primary caregivers – parent responsibility contracts
- ❖ Out-of-home care – release of placement information
- ❖ Out-of-home care – legal assistance for carers

Magazines and newsletters

- ❖ Building Blocks (1 issue) – children's services reforms newsletter
- ❖ DoCS Vox (11 issues) – staff newsletter
- ❖ Fostering our Future (4 issues) – newsletter for foster carers
- ❖ Inside Out (6 issues) – newsletter for stakeholders
- ❖ Tagata Moana (1 issue) – Pacific youth magazine
- ❖ Violence Against Women (1 issue)
- ❖ Pacific Community Parenting Magazine (English, Tongan, Samoan and Fijian)

Data reports

- ❖ DoCS Annual Statistical Report 2005/06
- ❖ DoCS data (July 2005 – December 2006)
- ❖ DoCS data (July 2005 – September 2006)

Research publications

- ❖ Attachment and the role of foster carers
- ❖ Attachment: Key issues
- ❖ Early years program evaluations: the UK evidence base
- ❖ Family group conferencing in a child welfare context
- ❖ Forecasting children in out-of-home care: the NSW OOHC Funding Model
- ❖ Guide to children's growth and development
- ❖ Kinship care in NSW: Stage 1 report
- ❖ Longitudinal study of wards leaving care 4-5 years
- ❖ Making decisions about contact
- ❖ Models of service delivery and interventions for children and young people with high needs
- ❖ Outcomes for children and young people in kinship care
- ❖ Parental alcohol misuse and the impact on children
- ❖ Parental empathy and child maltreatment
- ❖ Research to practice updates (eight editions)
- ❖ Risk assessment in child welfare: an issues paper
- ❖ The importance of attachment in the lives of foster children

Reports and other publications

- ❖ A guide to children's growth and development
- ❖ Aboriginal Strategic Commitment 2006 – 2011
- ❖ Area Assistance Scheme funding guide 2006/07
- ❖ Bubaa Ngambaa Gaayli – Father Mother Child (New England Aboriginal parenting book)
- ❖ Costing manual for child and family services in NSW
- ❖ Darkinyung Yada Gudjagang – Strong Healthy Kids (Central Coast Aboriginal parenting book)
- ❖ DoCS Annual report 2005/06
- ❖ DoCS Corporate directions 2006/07
- ❖ DoCS Research agenda 2006 – 2009
- ❖ DoCS Research report

- ❖ DoCS Research to Practice seminar series DVD collection
- ❖ Dual Diagnosis resource kit (reprint)
- ❖ Growing Up Strong Guring (Inner Western Sydney Aboriginal parenting book)
- ❖ NSW State Budget for Community Services 2007/2008
- ❖ NSW Youth Action Plan: the way forward – supporting young people in NSW
- ❖ Spotlight on Safety: Community attitudes to child protection, foster care and parenting
- ❖ Spotlight on Safety executive summary booklet
- ❖ Spotlight on Safety at a glance

Manuals and handbooks

- ❖ DoCS Brighter Futures caseworker manual
- ❖ DoCS Brighter Futures service provision guidelines
- ❖ Good practice guidelines for funded services manual

Policy documents

- ❖ DoCS funding policy
- ❖ Interagency guidelines for child protection intervention 2006 edition
- ❖ DoCS policy on child neglect
- ❖ Procedures for the use of psychotropic medication
- ❖ Case management policy 2007
- ❖ Permanency planning