

Community Services Grants Program

service specification user guide

CSGP

Incorporating: business rules, guidelines and an example of a completed service specification

March 2002



INTRODUCTION

This user guide booklet is designed to provide the Department of Community Services (DoCS) and agencies funded by the Community Services Grants Program (CSGP) with additional information about the processes and business rules to be taken into account when developing the CSGP Service Specification.

These guidelines should therefore be used with reference to the CSGP service specification framework and the CSGP service specification template.

A service specification is the mechanism by which the Department's and community partners' plans for service provision are translated into contractual terms.

Individual service specifications will be developed against the CSGP Service Framework and will form part (as a schedule) of the Service Agreement. (The service agreement was previously known as the funding agreement)

DoCS is committed to a collaborative partnership with community partners in recognition of their contribution in delivering services to individuals, families and communities. Therefore, it is important that service specifications are developed collaboratively between DoCS and the relevant agency and the role of the Director Partnerships and Planning (DPP) and the Community Program Officer (CPO) in supporting these values are clearly articulated in the specifications.

Should there be any dispute arising from the process, the dispute resolution process outlined in the business rules outlined in Part A of this document will be adopted.

This user guide booklet comprises four parts:

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A Business rules in relation to developing and negotiating service specifications.	2-7
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A BUSINESS RULES

Service specifications will be negotiated for all ongoing and time limited CSGP projects by April 2003.

Please note that the term *agency* is sometimes used in this document. This term has exactly the same meaning as *organisation* which is also referred to in this document and mentioned in other documents including the Service Agreement (The Service Agreement was previously known as the Funding Agreement).

The process for negotiating the service specifications

The timeframe for developing service specifications in the first instance will vary between CSGP services.

Approximately 50% of CSGP funded projects will utilise these guidelines to develop service specifications by June 2002 that will cover the 2002/03 financial year. These projects will be identified by area office and projects will be contacted by the end of April 2002.

The remaining 50% of CSGP services will develop service specifications by April 2003 that covers the 2003/04 financial year. For those services included in this second group, the DoCS local office should be in contact with you by October 2002 to confirm these requirements and commence this process.

Negotiations will take place between an Area representative of DoCS and the chosen representative(s) of each agency. Community Program Officers (CPOs) will generally be responsible for negotiating individual service specifications with agencies. However, the Directors Partnerships and Planning (DPPs) ultimately determine the appropriate DoCS' representative to undertake these negotiations.

DoCS should ascertain whether the:

1. agency wishes management representatives to be present (best practice dictates that management should be kept informed);
2. negotiations will take place in person, by phone or e-mail;
3. agency prefers individual negotiations or group negotiations, or a mixture of both;
4. agency wishes to have an advocate of their choice in attendance.

First, agreement should be reached between both parties on the process to be utilised to develop the service specification. For instance, some agencies may prefer that DoCS' Area representatives come to the negotiations with a draft document for discussion while others may prefer that the document be jointly developed from the start. Both approaches are appropriate. The important factor is that there is agreement on the approach.

The agency representative should be prepared to enter into negotiations with authorisation from their management to negotiate to at least a draft level stage (recognising that management will want to have comment and final sign-off). Agency representation may also include participation from the relevant peak organisation.

DoCS may be able to provide some technical support such as bringing a lap-top to the negotiations.

It is critical that service specifications be based on those options outlined in the CSGP Service Framework.

Business rules

1. Negotiations will be based on the upper level of the allocation of funds for each project as at 30 June in the previous financial year. For example, negotiations for Service Agreements (previously known as funding agreements) to commence from 1 July 2002 for the 2002/03 financial year will be based on the project allocation as at 30 June 2002. Projects may be combined into one service specification, if suitable. See " The guide to merging projects and identifying services" included in Part C of this user guide booklet for more information.
2. The first service specification will be for a one year period. Approximately one half of all CSGP projects will negotiate a service specification to commence on 1 July 2002. The remainder will develop the service specification during the 2002/03 financial year to commence 1 July 2003. (DoCS will aim to introduce three year service agreements prior to commencement of negotiations on 2004/2005 service specifications.)
3. Service specifications will form a Schedule to the DoCS Service Agreement.
4. Negotiations will not be based on output levels in previous service plans unless both parties agree. (This is to ensure community partners are satisfied the output measures are fair, and that they are not confused with previously used measures that may differ slightly from those negotiated for 2002/3).
5. Services will continue to be funded if they fit within the CSGP Service Framework and they are meeting agreed client needs.
6. Negotiations will recognise the variance in complexity of client groups across and within CSGP services.
7. Service specifications will include those activities undertaken by each agency/project using CSGP funds, no agreement will be made about activities, outputs and outcomes that don't comply with the CSGP Service Framework.
8. Whilst the specifications will clearly note in section 5 any other financial contributions to the agency/project in the delivery of the agreed services, agencies/projects can only be accountable for outcomes/outputs that relate to the CSGP allocation provided.
9. Where projects are funded jointly by CSGP and other programs, this will be reflected in the service specifications.
10. Projects that provide infrastructure from which other projects or programs meet client needs will also be reflected in the service specifications.
11. Negotiation is concluded when both parties have signed off the service specification.

Negotiating change

12. Where services don't currently fit within the CSGP Service Framework, changes will be negotiated and based on Area assessment of priority needs that incorporates the input of community partners.
13. Where service specifications have identified agreed changes, a transition plan will be jointly negotiated to enable CPOs and the agency to negotiate sufficient time (usually 6 months) and support, to make the agreed transition.

Data collection

14. Estimated outputs and outcomes will specify numerical or qualitative output measures and outcome measures where they are indicated in the CSGP Service Framework. Negotiations will agree on a viable method of collection of data, based on services' current data system. Some outcomes will only be measured at a program level, and not at a project level. Where this is the case, the outcome should be included in the service specification, but will be measured through a periodic program impact assessment. The CSGP Round Table will give later consideration to a program-wide data system.
15. State-wide strategies will be developed to assist services collect and record some of the data in the service specifications.
16. The minimum number of program objectives in service specifications will be one; the maximum is three.
17. The minimum number of key activities in service specifications will be two; there is no maximum.
18. The minimum number of output measures in service specifications will be two; there is no maximum.
19. The minimum number of outcome measures in service specifications will be one, including those outcomes only measured at a program level, rather than at a project level; there is no maximum.

Mediation process

20. When negotiations fail to produce an agreed service specification, the following steps may be taken:
 - i) The agency may engage the assistance of an advocate at any stage of the negotiation or dispute. This may include the relevant Peak body but can also include any person or body that the agency nominates as an advocate.
 - ii) The agency notifies the CPO with whom they are negotiating that they are unable to negotiate a satisfactory service specification, and seek the involvement of the DPP in the negotiation. The CPO may also initiate this step by notifying the agency of an inability to negotiate a satisfactory service specification, and request the involvement of the Director Partnerships and Planning (DPP).
 - iii) If, after the involvement of the DPP, a service specification that is satisfactory to both parties is not achieved, the community partner or DoCS may seek a meeting with the Area Director to resolve the dispute.
 - iv) If, after the Area Director's involvement the dispute is not resolved, both parties will select an agreed third party to assist with the negotiation. The third party involvement should be cost neutral.
 - v) DoCS is entitled to seek the involvement of staff from other Areas or the Partnerships & Communities Directorate (Central Office), to assist the resolution of a dispute about service specifications.
 - vi) Resolution may be obtained by joint agreement to a transition plan that enables the service to comply with the CSGP Service Framework within a usual timeframe of 6 months.

Re-allocation of Funds

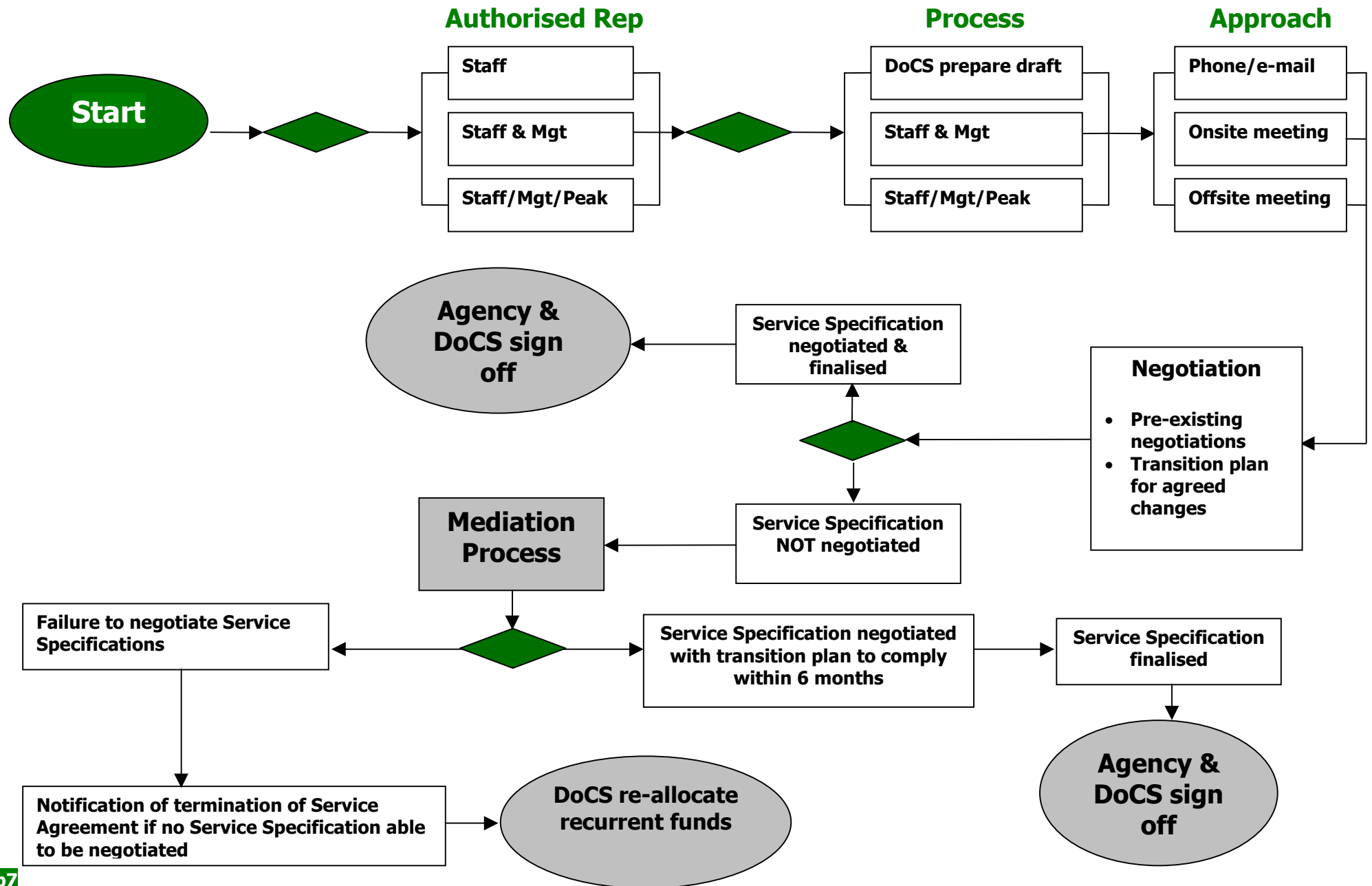
21. If, after all possible avenues of agreement have been pursued, a service specification is not negotiated for an organisation prior to the final date for Ministerial endorsement of 2002/3 funding, DoCS is entitled to provide notice of termination of the Service Agreement. DoCS may then proceed to reallocate the recurrent funds. Re-allocation will be based on assessment of Area priority needs. DoCS' usual processes will be used to reallocate the funds, aligned with principles of equity and government probity requirements.

Monitoring

22. In monitoring the service specifications, DoCS and community partners will take into account extraordinary circumstances that may prevent the achievement of agreed outputs and outcomes. Agency assessment will be based on best endeavours to achieve the service specifications.
23. Agencies will be required to report annually on the achievement of service specifications.

Miscellaneous

24. Where outcomes identify % of clients referred to other services, this is assumed to be an outcome for that agency regardless of whether clients take up the referral. Information and referral agencies will not be expected to track referrals.
25. The flow-chart on the following page outlines the process and business rules described above.



B

Guidelines to assist in developing individual service specifications using the CSGP template

This part has been developed to assist agencies to complete service specifications in consultation with relevant DoCS staff. These guidelines should be referred to when completing details using the CSGP service specification template.

For information on:

- ◆ Section 1 see pages 9-10
- ◆ Section 2 see pages 10-13
- ◆ Section 3 see pages 13-16
- ◆ Section 4 see pages 17-18
- ◆ Section 5 see pages 19-20
- ◆ Section 6 see page 21
- ◆ Section 7 see page 21

Section 1: Organisation and Project Information

Section 1 Organisational information

- Organisation refers to the incorporated body that auspices the project.
- See Part C of this user guide on pages 23 to 24 for additional information regarding definitions of program management terms often used in CSGP and this document.
- Include the preferred address for receipt of mail that is to be read by the management committee in the event that the auspicings body needs to be contacted.
- Contact person should be a management committee member/ office bearer or executive officer for local Govt and other relevant organisations
- Sub – organisation applies to a few very large organisations with multiple service outlets and projects.

Section 1 Project/ service information

- Project is the name used by DoCS that relates to the service that receives funding. Where an organisation auspices more than one CSGP project, a service specification will be completed for each CSGP project. In a few cases, certain CSGP projects may be merged together, if suitable, for DoCS reporting purposes. Please refer to the part C of this booklet on page 25 for “*The guide to merging projects and identifying services*”.
- Project postal address should be the address where most of the correspondence from DoCS in relation to the project or service would be sent.
- This should be the person or persons that the organisation names as the key contact for the project or service. This person would also be responsible for negotiating the service specification. This should be someone who is reasonably accessible during business hours and ideally someone in a position to make decisions on behalf of the project or service on most matters. This generally is the manager or coordinator of a service
- Information should include telephone and fax numbers and where available e-mail addresses.

Section 1 DoCS administrative details and identified funding levels

- DoCS project code will be completed by DoCS. This should be the Grants Administration System (GAS) code.
- DoCS network office is the local area DoCS office where the project’s Community Programs Officer (CPO) is located.
- DoCS funding level relates to the financial year that the specification is to cover. This should be checked with the CPO to ensure the correct amount is included. Recurrent refers to payments that are generally regarded as ongoing and paid each year.
- In certain instances, projects may also be in receipt of fixed term or non recurrent funding. This relates to any special purpose payments that the service knows it will receive during the relevant financial year
- This funding amount may vary over the life of the Agreement.

Section 1 Project's general description

- This should be a maximum of two lines and succinctly state what the project provides
- An examples might include:
 - *a youth drop in centre providing recreational activities , casework, information and referral services to local young people;*
 - *neighbourhood centre coordinator;*
 - *family support service that provides case work, group work, & information/referral to families living in local area,*
 - *local Govt community development worker*

Section 1 Geographic Area covered by project

- List suburbs/ localities or local government area/s that the project covers or clients/ communities generally reside within to be eligible to use the CSGP funded service

Section 1 Local Government Area in which the service or admin centre is geographically located

- List the local government area where the project is physically located. Where there are a number of service outlets, please use the project's main service outlet or the key administrative centre for the project.
- This service outlet or admin centre should generally be located within the area covered by the DoCS local network office.

Section 1 Days and hours service operates

- List the days and hours that the service generally operates.
- Where there are scheduled periods where the service is closed to the public but staff continue to work, these should also be listed in this section.
- Where there are any scheduled closure periods, this should also be identified.

Section 2 : Client Group Information

Section 2 A. Primary target / client group

- Identify the primary or major target /client group for the whole project/ service ie This client group would apply to all the activities undertaken by the project.
- One group should be chosen, wherever possible, that most applies to the project as a whole. In unusual circumstances, a project could identify two groups as a maximum.

Section 2 A. Primary target / client group continued

- For example, if a project targets “women”, it is generally not necessary to also identify the “disadvantaged socio-economic group”, even though it could be argued that women could fall within this group also.
- People or communities who are socio/economically disadvantaged and/or geographically isolated includes low income earners, single mothers, those people living in rural communities or new estates without good infrastructure/ public transport etc.
- Where part of the service targets or assists a particular client group, this could be identified in section 2 B or as a secondary target group in section 3 rather than this section.
- Eg. *A neighbourhood centre may identify “the general public/community” as its primary target group, should it provide general assistance and information to anyone who walks in the door or phones up. A large number of its clients may be disadvantaged. However, this service should not also choose “socio /economically disadvantaged group” in this section since not all of the neighbourhood centre’s activities target people who are socio/economically disadvantaged. One of the neighbourhood centre’s activities may include organising a group for low income single mothers. Therefore, “low income single mothers” might be listed as a secondary target group in section 3 against the relevant activity or strategy.*

Section 2 B. Other significant Client Groups/s

- This is an optional question and projects may choose not to complete this question
- This question provides an opportunity to describe significant users of the service .
- If completing this question, a minimum of one group should be chosen and a maximum of three groups depending on the nature of the project’s client group.
- Eg. A youth service is located in an area that has a high level of people who are low income earners and/ or from a culturally and /or linguistically diverse background. This service would identify “young people and /or their community” as its primary group in section 2 a since it is not a requirement that all clients be low income earners, nor do they have to be from a culturally and /or linguistically diverse background.
- In the above example, this service would choose the following two groups when completing this question:
 - *“ people from a culturally and /or linguistically diverse background.” and*
 - *“People or communities who are socio/economically disadvantaged and/or geographically isolated “.*

Section 2 C. Level Of Client Support Needs.

- This is an optional question and projects may choose not to complete this question
- This question only applies to those projects that undertake case work and /or relate to objective 1 of the CSGP service framework. It does not therefore apply to activities that relate to community development work and other activities covered by objective 2 and 3 of the framework .
- This question provides an opportunity to describe the perceived level of support that a client requires based on the amount of time required to assist a client. This provides important contextual information that can influence the outputs and outcomes achieved by the project covered in section 3.
- Those services working with clients with complex needs and high level of support needs would generally require more of the workers time. This factor would therefore reduce the number of clients that the project would be able to work with and be thus reflected in lower outputs.
- Where a service is providing a general information service to the broad community, this project might identify that the majority of clients would have low support needs as they may not require additional assistance beyond the information exchange. In this case, the number of people that the project can assist will be greater than a service undertaking complex case work. This service would therefore have a high number of cited outputs in section 3 .
- There is no correct answer and projects should use their own judgment in completing this question and provide a brief explanation.
- Example: *A neighbourhood centre that provides information , drop in and runs groups to assist individuals may identify that it has approximately 25 % of clients in a high group, 50% in moderate and 25 % in the low support needs category. The projects explanation might state:*

“This centre provides information and drop in facilities to the general community who could be described as fairly self sufficient and require no additional support and therefore have low support needs. However , a large number of our clients have mental health problems, some sort of intellectual impairment, or are lonely and isolated. These clients require more of the workers time and some can be very labour intensive”.

Section 2 D. Eligibility criteria

- Briefly list the essential eligibility criteria for clients/communities/ organisations to access your service .
- This should be based on information that is stated on pamphlets and other material distributed to the public about your service/project. If there are any proposed variations to the eligibility criteria from the previous year , this should be raised with DoCS staff prior to lodging the proposed service specification.

Section 2 D. Eligibility criteria continued

- Example: *A service who operates a youth service may state " young people aged 13 to 18 living in the Smithfield local government area "*
- Example: *A neighbourhood centre might state " people living or working in this and surrounding suburbs generally not exceeding 3 kms from the centre. We also operate activities that target specific groups within this broader community that are listed in the next section as a secondary target groups."*
- Example: *A family support service might state: "Any individuals or families living within the local health area and who have a low income not exceeding \$30,000 per annum per household and who are assessed as requiring priority assistance in relation to their health, welfare and/or safety".*

Section 3 : Service specification details

Section 3 Overview

- Select those objectives , activities, outputs and outcomes within the CSGP Service Framework that are most relevant to your project/service.
- These should be written out in whole rather than listing the relevant number of the objective , activity etc. This will enable the document to make sense to people who do not have a copy of the CSGP service framework.
- Refer to section 4 of this booklet for an example of a completed service specification including this section.
- It is acknowledged that the cited outputs and outcomes are projected estimations only based on the achievements of the previous year or other relevant information. Actual figures will then be reported by the project at the end of the financial year

Section 3 Objectives column

- Select a minimum of one or a maximum of three objectives that apply most to your project's key activities and strategies within the CSGP Service Framework.
- The relevant objective should be written in full rather than just listing the number of the objective.
- Objective 1 relates to those services who work with individuals and families .
- Objective 2 relates to those services who undertake community development, management support or education type of activities at a local level
- Objective 3 relates to those services who work across a region or state to assist services and the industry.

Section 3	Key activities column
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- Identify the key activities undertaken by the project using only those activities listed within the CSGP Service Framework.
- Identify only those key activities undertaken by the project rather than every activity undertaken . It is very likely that a project may do a vast range of activities but projects should choose only those that they consider to be the key ones.
- For assistance in identifying which activity the work of your project would fall within, see part C on pages 26 to 28 of this booklet.
- Projects should identify at least two key activities in this column regardless of the number of objectives that apply to the project.
- Under each key activity, details of particular strategies that will be undertaken should be provided . These strategies will be developed by the project and will be particular to the project rather than being based on a list of options within the CSGP service framework.
- Refer to section 4 of this booklet for an example of a completed service specification including this activities column.

Section 3	Secondary target group column
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- This should only be completed if:
 - a particular activity or strategy is targeting a particular target group and
 - that client group has not been previously identified in section 2 A
- Should an activity or strategy target a client groups that has been identified in section 2 B as a significant service user , this should still be listed again in this column .
- This column provides an opportunity for services to highlight strategies that are responding to the needs of particular groups within the service’s community or client group.

Section 3	Output measure column
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- Identify the outputs relevant to your project using only those listed within the CSGP Service Framework.
- These outputs should be listed against the relevant activity.
- Wherever possible these output measures should be listed against the project’s strategies as well.
- It is acknowledged that the cited outputs are projected estimations only. In formatting these estimated outputs , a project will use its best endeavours to make the estimates as accurate as possible based on the achievements of the previous year or other information. DoCS acknowledges that a project’s projected outputs may frequently vary from a project’s actual outputs due to the type of activity being undertaken and the changing environment and varying client circumstances surrounding the human services industry.

Section 3	Output measure column continued
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- DoCS will provide an opportunity to every project to provide an explanation for any variations that may exist relating to a project's achieved outputs when a project completes its annual report of achievements as part of the DoCS accountability requirements
- When DoCS prepares any reports regarding the performance of CSGP projects, DoCS will therefore aim to use reports citing actual outputs rather than projected estimates wherever possible.
- Projects, wherever possible, should ideally identify all relevant outputs against each of their key activities and collect this data accordingly.
- However, at this stage, projects must identify, at the very minimum, at least two output measures in this column regardless of how many key activities the project has identified as being relevant. For eg. a project may undertake four key activities but choose to collect data about two identified output measures that relates to two of their key activities.
- Having identified a projected output, the project will be reporting against these estimated outputs in October following the end of the relevant financial year that the service specification covers. Therefore, a project must develop a method to collect the relevant statistics regarding this output measure from the beginning of the financial year that the service specification covers.
- These statistics may be recorded every day, or week/fortnight. Alternatively, this data may be recorded in a particular period as a representative sample. Eg. a project might collect detailed statistics regarding one of its activities for a fortnight and multiply this by 26 to provide an annual report based on that fortnight's data
- This method will be identified by the project until DoCS, in consultation with the sector, develops a more systematic data collection system for the program.
- DoCS anticipates that this minimum requirement of reporting against two outcomes will change after the CSGP data collection system has been devised. Services will therefore be able to collect data about all outputs relevant to their project and key activities accordingly.

Section 3	Outcome measure column
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- Identify the outcomes relevant to your project using only those listed within the CSGP Service Framework.
- Projects, wherever possible, should ideally identify all relevant outcomes against each of their key activities and collect this data accordingly.
- However, at this stage, projects must identify, at the very minimum, at least one outcome measure in this column. This rule applies regardless of the number of key activities and outputs that the project has identified as being relevant or whether this outcome is asterisked ie followed by (*).
- It is acknowledged that the cited outcomes are projected estimations only.

Section 3	Outcome measure column continued
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- Having identified a projected outcome , a project must generally develop a method to collect the relevant statistics regarding this outcome measure from the beginning of the financial year that the service specification covers.
- These statistics may be recorded every day , or week/fortnight . Alternatively , this data may be recorded in a particular period as a representative sample. Eg , a project might collect detailed statistics regarding one of its activities for a fortnight and multiply this by 26 to provide an annual report based on that fortnight's data
- This method will be identified by the project and agreed to by the Area Office until DoCS develops a more systematic data collection system for the program.
- However, this requirement may not apply to some projects that relate objective 2. Some projects that identify with objective 2, may select an outcome within the CSGP Service framework that is followed by (*) . This outcome will be monitored by using data collected periodically and organised at a program level by DoCS Central Office. Services will not therefore be routinely collecting data or reporting on this outcome at a project level.
- Where projects are collecting their own data that relates to a projected outcome, DoCS will provide an opportunity to every project to provide an explanation for any variations that may exist relating to a project's achieved outcomes. This will occur when a project completes its annual report of achievements as part of the DoCS accountability requirements.
- When DoCS prepares any reports regarding the performance of CSHGP projects, DoCS will therefore aim to use reports citing actual outcomes rather than projected estimates wherever possible.

Section 3	Frequency of data collection column
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- This column will enable the project to identify whether the output or outcome data that will be collected by the project will be collected on a daily, weekly, or monthly basis or whether the project will be using a representative sample period of x days or weeks/ months.
- Eg. A project might collect detailed statistics regarding one of its activities for a fortnight and multiply this by 26 to provide an annual report based on that fortnight's data . The project would therefore state in this column "representative sample period of two weeks data collection".
- This method will be identified by the project until DoCS, in consultation with the sector, develops a more systematic data collection system for the program.

Section 4: Other contextual information

Section 4 Other contextual information impacting on the project's performance

This section includes additional contextual information that impacts on the projects type of work and its outputs and outcomes. .

Section 4 A External barriers / challenges

- Any information about significant service gaps can be noted and taken into account by DoCS when undertaking planning activities where relevant.
- Only list those external challenges that you consider dramatically impacts on your project's ability to meet client need. For example, a neighbourhood centre located in Bourke might state " Rural women who are physically isolated and without transport have difficulty accessing our centre based service and other services in town. There is therefore a need for a community transport service to be established if possible."

Section 4 B Internal barriers / challenges

- Any information about significant issues occurring within your organisation can be included in this sector. Information would only be listed if you perceive that this issue may jeopardise the ability of your project to meet its predicted outputs/outcomes (even after taking into account that these projected pictures may be estimates only .)
- An example could include " Our service may have to relocate due to possible rising rental charges. This may mean that the project will close for about a week to the public.

Section 4 C Other activities of the project

- Completing this section is optional only.
- This section should only be considered if your project is undertaking an activity that :
 - requires a significant level of resourcing or time
 - is not covered by the CSGP Service framework and
 - is not usually undertaken by your project as part of managing enhancing or administering the project. (Please note that management activity is covered in Section 5 B.)
- Prior to completing this section, the local CPO should be contacted to provide in principle endorsement of your project undertaking additional activities .

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Section 4 C	Other activities of the project continued
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- Example of things that might be included in this section include:
 - *a major redevelopment / evaluation of the project*
 - *re-establishing the project / strengthening the incorporated association after the collapse of a management committee*
 - *Undertaking a significant access and equity strategy.*
- Briefly list activity with target dates and/or attach an agreed work plan specific to this additional activity

Section 5: Project Inputs

Section 5 A	Project Budget : Income
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- Completion of this section is obligatory for each project.
- These figures should apply to the financial year that the service specification is to cover.
- DoCS recurrent funding refers to payments that are generally regarded as ongoing and paid each year.
- In certain instances, projects may also be in receipt of fixed term or non recurrent funding. This relates to any special purpose payments that the service knows it will receive during the relevant financial year
- These figures should be the same as the figures cited on page 1 in section 1 . Projects should check with the CPO to ensure the correct amount is included if unsure.
- This funding amount may vary over the life of the Agreement. Eg. A CPI increase that is introduced mid financial year may slightly increase the cited funding levels of the project.
- Client fees could include, for example, client payments made to participate in a group activity provided at a neighbourhood centre.
- Information to note if a project receives " other funds":
 - Where an organisation receives other sources of funding, " Other funds" would only be completed if these other funds supports the CSGP project as well.
 - Local government salary subsidy projects would therefore include the balance of the salary and related on-costs that the council contributes towards this position in this section .
 - " Other funds" would include any bank interest on DoCS funding.

Section 5 A **Project Budget : expenditure**

- Provide details of salaries expenditure excluding provisions for leave etc and other on-costs.
- Interpreters/translators refer to any provisions a project may have made to purchase interpreters or translators. This provision would assist clients from a culturally or linguistically diverse background to access the project.
- All other project expenses including on-costs should be totalled and inserted against " Other expenses."
- It is not necessary to itemise these other expenses in this section. A detailed and itemised expenditure listing for the project will be provided in the project's audited financial statement at the end of the financial year, in line with the project's annual DoCS accountability and reporting requirements.
- Total expenditure MUST equal a total income previously cited in the income section for the project .

Section 5 A **Project Budget : Assets**

- Assets purchased with project funds since the project's establishment with a current value of more than \$1,000 as at 1/7/02 should be listed here.

Section 5 B **Management of agency : Overview**

- When completing the following questions in the section, all figures will be estimates only and should be based on a typical week of operation

Section 5 B (1) **Positions and hours of paid staff**

- Position /s and Hours of paid staff should be listed eg coordinator 24 hours per week .

Section 5 B (2) **Number of volunteers and volunteer hours**

- If a project does not use volunteers except for a voluntary management committee, then it would include the number of management committee members in the box against management /administrative tasks only.
- Should that management committee meet one per month for two hours, then this would be averaged out at ½ hour per week.
- Where a project has one volunteer who assists in service delivery as well as on the management committee, then that volunteer would be counted separately in both the "management /admin" box as well as against the "service delivery" box.

Section 5 B (3) Hours of paid staff spent:

- This section relates to time spent by paid staff of the project only.
- Activities outlined in the framework refer to the key activities identified by your project when completing section 3 of these service specifications. These figures should include :
 - time spent in an average week on tasks that closely relate to undertaking those key activities in the framework eg. Indirect case work related tasks like writing up cases, case follow up etc
- Exclude any of the hours spent undertaking travel, administration etc that are also requested in this remaining section.
- Administration and staff / project management refers to the total time spent by project staff undertaking supervision , management and administration duties that do not directly relate to undertaking activities within the framework. In some cases, depending on the nature of the project, these hours may equal or exceed the amount of time spent undertaking activities outlined in the framework.
- Administration and staff / project management also includes strategic planning, policy development, evaluation, attending team meetings etc.
- Travel refers to time spent by staff in travelling to meetings , seeing clients etc. It would exclude time spent by staff travelling between work and home or for other private purposes.
- Supporting volunteers relates to time spent by staff recruiting, supervising, providing information and/ or supporting volunteers. It would also include time spent by staff in preparing reports specifically for the management committee, etc.
- Total paid hours must equal hours of paid staff cited in section 5 B (1).

Section 5 B (4) Number of staff from CALD or Aboriginal background.

- These questions have been included to enable DoCS to collect information to meet its legislated reporting requirements in relation to Ethnic affairs reporting requirements "EAPS" . EAPS covers both DoCS direct and funded services. .
- CALD is an acronym that refers to people from a culturally and linguistically diverse background. This was previously referred to as NESB or people from a non English speaking background.
- These questions apply to those paid staff that identify as being from a CALD or Aboriginal background employed by projects as at the beginning of the financial year that the service specification is to cover.
- These figures may vary with staff changes over the life of the Agreement.
- When standards are developed for the CSGP program, data will also be collected that relates to clients accessing the project.

Section 6: Insurance

Section 6	Insurance Details
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- It is obligatory that projects have appropriate insurance as outlined in the DoCS funding/service agreement.
- This question has been included to assist DoCS in monitoring the premium costs associated with this requirements.
- For organisations with a master or umbrella type policy that covers a group of insurance types, please indicate this with an asterisk (*) or by grouping these together with a bracket and only completing one row with the relevant details on behalf of the various insurance types.

Section 7: Authorisation

Section 7	Authorisation
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- This should be the same signatories as per the service agreement

C Additional guidelines to consider where necessary

This part comprises three additional set of guidelines to consider if required.

These guidelines are as follows:

- ◆ CSGP Program Management Definitions page 23- 24
- ◆ The Guide to Merging Projects and Identifying Services page 25
- ◆ CSGP Framework Activities page 26-28

CSGP Program Management Definitions

Organisation:

Legal entity that auspices the project and is legally accountable for the financial and operational management of the project.

Project:

This refers to the service that is provided. It often is also often historically named when approval for funding was provided.

NB Project can also be referred to as the service.

Service specifications: Describes the types of activities and anticipated achievements of your project/service over the next financial year.

Framework:

CSGP service framework provides the outline of all possible objectives, activities, outputs and outcomes that describe the major services your project provides, in addition to the CSGP program as a whole. This framework guides your organisation when completing its service specifications.

CSGP Objectives:

- Describes what the CSGP program is intended to achieve.
- All projects will be required to meet at least one of 3 key objectives

Objectives are:

1. Supporting children, young people individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community.
2. Building strong communities and social capital, and undertaking community development so that communities are well informed, resourced and connected and equity and diversity are embraced.
3. Building and sustaining the capacity of the community services sector at a state or regional level to deliver responsive services through sector development policy and advocacy.

CSGP Key Activities:

The major tasks undertaken or main services provided by the project

Output Measures:

The final product or service that is used by the client or community.

Outcome Measures:

The impact(s) of the service on the client or community.

CSGP Performance Measures:

Describes achievements of the project/service

The CSGP Performance Measures comprise of:

- Objectives
- Activities
- Output Measures
- Outcome Measures

Business Rules:

These should be adhered to when negotiating or determining your project's service specifications. These business rules explain the principles and parameters for service specification negotiations.

The Guide to Merging Projects and Identifying Services

CPOs should only agree to a service's request to merge a project when:

- it doesn't make sense to report against outputs and outcomes of the project eg : where a project covers core funding only or an admin worker etc. and /or
- where the projects have the same target groups, activities, and similar outputs and outcomes and there is no advantage to keeping these projects separate for data and reporting purposes.

If one or both of the above criteria are satisfied, projects may be merged.

The written endorsement from the project's auspice should be obtained and approved by the DPP and the DoCS Funding administration unit should be notified to adjust GAS accordingly.

DoCS will be working towards merging more projects wherever possible when the new system and data collections systems have been developed for CSGP. This will assist in reducing the administrative requirements for DoCS staff and community partners that arise from the account.

CSGP Framework Activities

Key Activity	Inclusive of:
1.1 Provide information, options and referrals	Interpretation/translation Consumer and legal Financial Housing/tenancy General service availability
1.2 Provide counselling, intensive or crisis casework or support / therapeutic intervention/ group work to individuals and families	Use of qualified counsellors / therapists in individual and/or group sessions. Casework that assists client identify client goals and formulate strategies Telephone and crisis counselling (not financial) and related support Family therapy Mediation services
1.3 Provide support and/or practical physical/material assistance	Material aid . this includes emergency relief and meals Court support Form filling Practical assistance to people with drug and alcohol problems Accommodation support Transport Disaster recovery Social support/escorting/visiting
1.4 Provide support, recreation/vocational activities (including drop-in)	Parent education Skills development classes Structured craft/hobby courses/activities Sporting activities Toy libraries Other activities aimed at supporting personal and social functioning Self-help groups
1.5 Coordinate case work and/or advocate access to services for individuals and families	Monitor the development and implementation of case plans Coordinate service packages Early intervention casework Individual advocacy
2.1 Provide community information or education to raise awareness of issues, services and activities	Community radio Newsletters Media campaigns Pamphlets Public Meetings

<p>2.2 Build and maintain community service system networks, brief other services and related activities to promote best practice, improve the level of information exchange and service coordination and enhance the effectiveness and utilisation of services</p>	<p>Interagency meetings Local/Regional/State networks (working groups/forums) Participation in peak activities brief other services and related activities to promote best practice and awareness of existing services and related issues Issue based working groups</p>
<p>2.3 Plan, develop and support new and existing services to meet the community's needs including those services experiencing difficulty</p>	<p>Egs. Playgroups/children's services Aged care e.g. home shopping/transport Cultural Auspicing other (including non-CSGP) projects</p>
<p>2.4 Coordinate and promote the use of community facilities and related services</p>	<p>Managing neighbour hood centre Asset and equipment management Hall or venue bookings/group work coordination Promotion / marketing Publicity activities Co-ordination activities (including other services)</p>
<p>2.5 Plan, develop and support community building events</p>	<p>Festivals Dances Cultural activities History projects</p>
<p>2.6 Advocate on community/social issues affecting local communities</p>	<p>Social action Lobbying Research Submissions</p>
<p>2.7 Undertake research and inclusive local needs based planning</p>	<p>Attend planning forums Undertake statistical analysis Organise to attend community consultations regarding issues to assist planning Participate in working groups to develop strategies to address identified needs in the community</p>
<p>2.8 Recruit, train and support volunteers</p>	<p>This activity and related outputs will be most relevant for volunteer resource centres/agencies</p>
<p>2.9 Undertake strategies to improve access to other services for Aboriginal and Torres Strait Islander clients, clients from culturally & linguistically diverse backgrounds or clients from other specific disadvantaged groups</p>	<p>Relates specifically to strategies that target <u>other</u> services to promote improved access and equity to the service system as a whole.</p>

<p>3.1 Facilitate and co-ordinate collaboration and partnerships...</p>	<p>Facilitate forums/interagencies Work with other agencies on cross-sector issues Undertake projects/research with other agencies</p>
<p>3.2 Disseminate information and provide advice on policy, operational and management issues....</p>	<p>Newsletters/websites etc Management support/training functions External committees/reference groups (Govt eg.) Provision of Telephone advice /support regarding management or policy issues</p>
<p>3.3 Conduct and contribute to research, policy..</p>	<p>Develop reports and working parties aimed at the industry statewide or a region rather than a local issue</p>
<p>3.4 Advocate on social justice and related policy issues</p>	<p>Forums/conferences/submissions/media Representation of issues to Govt. NB Aimed at the industry statewide or a region rather than a local issue</p>
<p>3.5 Identify and promote emerging community services initiatives with regional or state significance...</p>	<p>Promoting innovative practice Negotiating across services/agencies to meet needs/close gaps NB Aimed at the industry statewide or a region rather than a local issue</p>
<p>3.6 Undertake organisational and practitioner development including training</p>	<p>Conduct training / workshop/ sessions; Deliver or develop resources Organise conferences</p>
<p>3.7 Lead or facilitate industry change and the development of community services infrastructure</p>	<p>Provision of support/advice (eg. to small services) Facilitating implementation of good practice (eg. standards) Resource development Developing new networks Specialist regional support workers</p>

D

EXAMPLE OF A COMPLETED CSGP SERVICE SPECIFICATION

Department of Community Services

CSGP Service Specification

for period

1/7/02 to 30/6/03

Issued March 2002

This should be completed with reference to the "CSGP service framework " in addition to the "user guide" booklet.

Section 1: Organisation and Project Information

Section 1 A Organisational information

- ◆ **Organisation name** Multicultural Neighbourhood Centre inc.
- ◆ **Organisation postal address** 66 Chapel Street, Clifftown
- ◆ **Nominated contact person for organisation** Chairperson, Mr Joe Bloggs, ph 9888 8344
- ◆ **List of DoCS funded projects by program that the organisation or sub-organisation auspices**
 - Swansea neighbourhood centre coordinator (CSGP)
 - Youth worker (CSGP)
 - Swansea Women's refuge (SAAP)
 - Multicultural Youth Centre

Section 1 B Project/Service Information

- ◆ **CSGP Project/ Service name** Multicultural Youth Centre
- ◆ **Project/Service postal address** 66 Chapel Street, Clifftown
- ◆ **Project/ service e-mail address** n/a
- ◆ **Nominated contact person for Project/Service**
Coordinator, MS Davina Smith , ph 98877665
- ◆ **DoCS GAS project code**
- ◆ **DoCS Network and Area office** **Metro South West Area (inner west network office)**
- ◆ **DoCS Funding/ purchasing level**
 - recurrent \$146,825
 - fixed term nil
- ◆ **Project address from where the service operates (if different to above postal address)** N/A

◆ **Project's general description *(please keep brief)***

Resource Centre for Multicultural Young People (provides Information, referral, casework, centre based recreational activities, community work, lobbying etc)

◆ **Geographic area covered by project ie. catchment area
*(Ie. List suburbs /localities or Local Government Areas as applicable)***

Clifftown and Gallop LGA's

◆ **Local government area in which the service or admin centre is geographically located)**

Clifftown LGA

◆ **Days and Hours service operates *(including any scheduled closure periods affecting staff and /or clients)***

Mon-Fri 10am – 5pm and Thursday , Evenings 5pm to 10pm,
no scheduled closure periods outside of this

Section 2A Primary target/client group

- ◆ What is the primary or major target /client group for the whole project/ service

Choose a minimum of one or a maximum of two groups that most applies to the project/ service by ticking one or two boxes

Tick
one or
two
only

1.	Families with children	
2.	Individual adults	
3.	Young people and/or their family	✓
4.	General public/community	
5.	Organisations	
6.	Aboriginal and Torres Strait islanders (ATSI)	
7.	People affected by addiction or other drug and alcohol issues	
8.	Women	
9.	Older people (over 55)	
10.	People with disabilities and their families	
11.	People from culturally and/or linguistically diverse backgrounds (CALD)	
12.	People who are homeless	
13.	People affected by domestic violence or other violence/assault issues	
14.	People who are gay/lesbian/transgender	
15.	People or communities who are socio / economically disadvantaged and/or geographically isolated	
16.	Other – please list	
17.	Not applicable	

Section 2 B Other significant client group/s (Optional)

(Choose one to three groups that are significant (but not exclusive) users of the project / service)

		Tick no more than three boxes
1.	Aboriginal & Torres Strait Islanders	
2.	People affected by Drug and alcohol or other addiction issues	
3.	Women	
4.	People from culturally and/or linguistically diverse backgrounds (CALD)	✓
5.	Families with children	
6.	Young people and/or their family	
7.	General public/community	
8.	Organisations	
9.	People who are gay/lesbian/transsexual	
10.	People who are homeless	
11.	People or communities who are socio /economically disadvantaged and/or geographically isolated	
12.	People affected by domestic violence or other assault issues	
13.	People with disabilities and their families	
14.	Older people (over 55)	
15.	Not applicable	
16.	Other (please list)	

Section 2 C Level of client support needs. (*Optional*)

This optional question only applies to those projects/services that relate to Objective 1 of the CSGP service framework .

Please indicate approximated percentage of clients with particular support needs against each of the following categories (*ie. based on the amount of time required to assist a client and his/or her family*)

- **High 25%**
- **Moderate 50%**
- **Low 25%**
- **N/A**

Briefly explain/describe

Some clients need basic information only whereas others require more time and support with complex cases.

Section 2 D Eligibility criteria

Please list the essential eligibility criteria for clients/communities/ organisations to access your service (eg. age, race, residence or circumstances)

Young people aged 12-18 , particularly (although not exclusively) , those from a CALD background living in the two LGAs

Section 3 Details of negotiated service specifications

NB selected from those activities, outputs and outcomes within the CSGP Service Framework that are most relevant to your project/service

Objective	Key activity ♦ And list more detailed strategy under each key activity	Secondary target group (if applicable)	Output measure placed against each activity ♦ And broken down against each strategy where relevant	Outcome measure	Frequency of Data collection
OBJECTIVE 1: Supporting young children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community	<p>1.5 Coordinate casework and/or advocate access to services for individuals and families.</p> <ul style="list-style-type: none"> ➤ Attend Centrelink with clients and advocate as necessary ➤ Liaise with other services by phone or through meetings to assist clients have their needs understood 		1.5.1a Total number of clients: approx 15 anticipated clients per month	1.5.1b Percentage of cases of where the risk of crisis is reduced or prevented according to staff assessment: We anticipate that there will be 100% of cases of where the risk of crisis is reduced or prevented according to staff perception	Weekly count averaged per quarter

Objective	Key activity ♦ And list more detailed strategy under each key activity	Secondary target group (if applicable)	Output measure placed against each activity ♦ And broken down against each strategy where relevant	Outcome measure	Frequency of Data collection
<p>OBJECTIVE 1: Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community</p>	<p>1.1 Provide information, options and make referrals</p> <ul style="list-style-type: none"> ➤ Provide information to people dropping in to the Centre ➤ Provide advice to services or community members phoning for information or with basic enquiries. 		<p>1.1.1a No. of occasions of service: We anticipate that there will be approx. 125 people phoning or coming through the door requesting information ie 125 occasions of service per month (based on last year's figures.)</p> <p>1.1.3a No. of requests not able to be met : We anticipate that there will be approx 25 requests each month we are not able to meet</p> <p>1.1.4a No of anticipated referrals that will be made by service type per month (based on last year's figures) : 25 clients to centrelink, 30 to SAAP refuges , 45 to community health Centre or related health services and 10 to other different services</p> <p>1.1.5 No. of referrals received by service type : we will soon collect this but its not possible at this stage</p>	<p>1.1.1b Percentage of clients who are requesting information that are referred to services or the service system Approx. 110 of 125 clients each month ie 88% will be referred to other necessary services who are requesting this information</p>	<p>Daily count and aggregated monthly</p> <p>Daily count and aggregated monthly</p> <p>Daily count and aggregated monthly</p> <p>n/a at the moment</p>

Objective	Key activity ♦ And list more detailed strategy under each key activity	Secondary target group (if applicable)	Output measure placed against each activity ♦ And broken down against each strategy where relevant	Outcome measure	Frequency of Data collection
<p>OBJECTIVE 1: Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community context</p>	<p>1.2 Provide counselling / intensive or crisis casework or support/ therapeutic intervention /group work to individuals and families</p> <ul style="list-style-type: none"> ➤ Undertake casework/counselling in more complex cases 		<p>1.2.1a No. of clients /cases by average number of sessions: approx 40 anticipated clients/cases per year</p> <p>1.2.3a No. of requests not able to be met: approximately 40 clients will be turned away or referrals declined as our counsellors are often booked out for up to 6 weeks and the clients cant wait or move out of the area .</p> <p>1.2.4a No. of referrals made by service type: We anticipate that we will make approx 60 referrals when working with these 40 clients over the year (ie approx 20 will be made to health related services, 10 to centrelink, 20 to job /vocational education services and 10 to accommodation services</p> <p>1.2.8a Ratio of clients visited at home to clients attending centre 0%:100% (ie we are Centre based)</p> <p>1.2.9a No. of case closures : approx 10 anticipated case closures per year</p>	<p>1.2.1b Percentage of cases where the risk of crisis is reduced or prevented according to staff assessment- we anticipate that we will assist approx 100% of those 40 clients who receive our counselling</p> <p>1.2.2b Percentage of families or individuals with improved self-esteem, independence, safety and/or quality of life according to staff assessment : approx. 70%</p>	<p>Outputs collected Weekly and averaged per quarter</p>

Objective	Key activity ♦ And list more detailed strategy under each key activity	Secondary target group (if applicable)	Output measure placed against each activity ♦ And broken down against each strategy where relevant	Outcome measure	Frequency of Data collection
<p>OBJECTIVE 1: Supporting children, young people, individuals and families so that they can enhance their independence, safety, self-esteem and/or quality of life within the community cont</p>	<p>1.4 Provide recreation /vocational activities (including drop in) or related support</p> <ul style="list-style-type: none"> ➤ Operate Drop in Youth Centre with recreation/ pool table on Thursday nights (every month girls night only) 	<p>Young women</p>	<p>1.4.1a No. and type of activities organised by average number attending per activity:</p> <p>approx 50 night a year with 25 young people form both sexes attending on an average night and about 15 girls on female only night</p>	<p>1.4.1b Percentage of participants/clients satisfied with the activity or service: anticipated 80%</p>	<p>Six monthly group satisfaction surveys</p>
<p>OBJECTIVE 2. Building strong communities and social capital/undertaking community development, so that communities are well informed, resourced and connected and equity and diversity are embraced.</p>	<p>2.6 Advocate on community issues and related social justice issues affecting local communities</p> <ul style="list-style-type: none"> ➤ We are planning a campaign in the next year that will involve written letters, holding and attending meetings to seek to improve the health and opportunities for local young people. 		<p>2.6.1a No. of submissions/ representations made on policy issues on behalf of community members: approx 5 per year</p> <p>2.6.2a No. of public meetings convened =1 per year</p> <p>2.6.3a No. of public meetings attended = approx 3 per year</p> <p>2.6.4a No. of social action groups resourced, approx. 1 per year</p>	<p>2.6.1b No. and examples of goals or changes achieved as a result of advocacy:</p> <p>we are planning a few initiatives. We will be trying to heighten awareness re the need for services to have a specific budget to access interpreters. Also we will be lobbying for more funds to expand intensive counselling services in the area to meet outstanding needs in this area, particularly for victims of torture and trauma.</p>	<p>Bi-Monthly</p>

Objective	Key activity ♦ And list more detailed strategy under each key activity	Secondary target group (if applicable)	Output measure placed against each activity ♦ And broken down against each strategy where relevant	Outcome measure	Frequency of Data collection
<p>OBJECTIVE 2. Building strong communities and social capital/undertaking community development, so that communities are well informed, resourced and connected and equity and diversity are embraced.</p>	<p>2.2 Build and maintain community service system networks, brief other services and related activities to promote best practice, improve the level of information exchange and service coordination and enhance the effectiveness and utilisation of services.</p> <ul style="list-style-type: none"> ➤ Attend the monthly local interagency meeting to share information about services and local issue ➤ Convene a quarterly migrant interagency forum to talk about specific multicultural issues 		<p>2.2.1a No. of network / interagency meetings to be attended: 12 per year</p> <p>2.2.2a No. of network / interagency meetings that will be developed or maintained: 4 per year</p>	<p>2.2.1b Extent to which services to meet client or community needs within the area (*)</p>	<p>Organised at a program level</p>

Section 4 Other contextual information impacting on the project's performance

Section 4 A External barriers / challenges

- ◆ Are there any service gaps or other barriers /challenges, external to your project/service (and beyond the control of your organisation), that are perceived by your service to significantly impact on the ability of your project/service to meet client/ community/ organisational member demand or need? **Yes /no**
- ◆ If yes please state

This area requires more funding to assist young people and their families with intensive services and therapeutic counselling, particularly in sexual assault and torture and trauma. We currently cannot meet demand and are turning many referrals way

Section 4 B Internal barriers / challenges

- ◆ Do you anticipate anything occurring within your project/service that may prevent your project / service from achieving the outputs and outcomes in your service specifications? **Yes /no**
- ◆ If yes, please list

Section 4 C Other activities of the project (NB optional only)

- ◆ Are there significant additional activities not currently reflected in the CSGP service framework that are undertaken by your project/ service and endorsed by your local DoCS Community Programs Officer (CPO)?

Yes/No

- ◆ If yes , please briefly list here and/or attach an agreed work plan.

Section 5 | **Project inputs**

A. 2002/03 BUDGET

Income

- ◆ DoCS recurrent funding \$.....146,825
- ◆ DoCS fixed term funding (if applicable) \$.....nil
- ◆ Client feesnil
- ◆ Other funds(specify source) \$25 –bank interest

- ◆ **TOTAL INCOME.....\$146,850**

Expenditure

- ◆ Salaries\$92,000
- ◆ Translations/ interpreters.....\$200
- ◆ Other expenses.....\$54,625

- ◆ **TOTAL EXPENDITURE.....(Must equal total income) \$146,850**

- ◆ **ASSETS (please list)**

Computer system originally \$5,000, now depreciated and estimated to be worth \$1,200

Section 5 B Management of project in an average week

(1) Position/s and Hours of paid staff

1 coordinator –35 hrs
 1 youth worker 35 hrs
 1 clerical assistant –6 hrs
 Total 76 hrs per week

(2) Number of volunteers and volunteer hours:

Type of task	Number of volunteers	Average hours per week
Management/ administrative tasks (including voluntary management committee members)	6	2 hrs each
Service delivery		

(3) Hours of paid staff spent in one average week undertaking:

- Activities outlined in framework 52
- Administration and staff /project management 16
- Travel 1
- Supporting volunteers including management committee members 3
- Fundraising 1
- Resourcing staff or management committees of other services 2
- Maintaining Equipment/Premises 1
- Other N/a

TOTAL paid hours *NB Average for one week and must equal hours of paid staff as cited above in section 5 B (1)* 76 hrs per week

Section 7 Authorisation

Signatures to the specification of service

We, the undersigned, warrant that we have full power and authority to enter into this Agreement. As duly authorised delegates of the Agency, we have read and accept on behalf of the Agency the terms of this Agreement to commence 1 July 2002.

The Common Seal of the Agency/Council
Was hereunto affixed by authority of the

Multicultural Neighbourhood Centre inc. management committee

(eg Board of Directors/Executive/Management Committee/Council etc)

If your agency is an Incorporated Association the Seal of the organisation should appear here. If your agency is a Council the Seal or proof of the delegated authority should be provided where indicated. Other agencies should indicate the authority for the representatives to sign.

Stamp Seal Here

(Name) Joe Bloggs

(Signature) _____ Chairperson

(Name) Pat Riffy

(Signature) _____ Secretary

This section is for Departmental use only

IN WITNESS WHEREOF the parties have finalised this Agreement on
this day of 20.....

(Name)

(Signature)

pursuant to the authority vested in him/her under an instrument of delegation executed by the Minister of Community Services, New South Wales on 13th September 2001.

before me _____ (Name of Witness)

(Signature)