



NSW Department of
Community Services

The Right to Better Service

Rural and Remote Communities Policy *Directions*

Message

from the Director-General

Since taking on the role of Director-General for the Department of Community Services, I have met and listened to many people in rural and remote NSW communities who have talked of the particular challenges faced by those living and working to deliver services to people in rural areas. This complex environment provides us with distinct opportunities to be creative in responding to the diverse needs of rural and remote communities.

We play a vital role in implementing the NSW Government's Social Justice Directions Statement "*Fair Go, Fair Share, Fair Say*" which highlights the principles of equity, access, participation and rights. These principles, together with our values of trust, openness, respect, fairness and teamwork will characterise the ways we work with rural and remote communities. These values are incorporated into the principles of the Rural and Remote Communities Policy *Directions*. We want to ensure our services are appropriate to the needs of rural and remote communities.

The Right to Better Service - DoCS Rural and Remote Communities Policy *Directions* is one of a suite of statements developed by DoCS to address inequities in particular communities. Together with the two other statements - The Right to Better Service - DoCS Aboriginal Policy *Directions* and The Right to Better Service - DoCS Ethnic Affairs Policy *Directions* - they are another step in the improvement of our systems to help diverse communities.

I am committed to achieving the best possible results for rural and remote areas, working with communities and our community partners to build social capital and enhance the strength and wellbeing of these communities.

We developed the Rural and Remote Communities Policy *Directions* with the help of our Area and local staff and in consultation with members of the community, our community partners and staff from other human service delivery departments. Together major issues and trends for rural and remote communities were identified.

Through the implementation of our Rural and Remote Communities Policy *Directions* plan we will achieve improved services to both rural and remote communities and to the whole community.



Carmel Niland
Director-General

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DoCS - What we do

DoCS is responsible for delivering services to people most in need in New South Wales - vulnerable families, young people and children, people in diverse communities, people in rural and remote communities and people with disabilities.

Over many years and in response to public expectations of good government a strong legislative base has been developed which underpins the work of DoCS. The principal Acts administered by DoCS are the Community Welfare Act, 1987, Children (Care and Protection) Act 1987, Community Services (Complaints, Appeals and Monitoring) Act 1993, Child Welfare (Commonwealth Agreement Ratification) Act 1993, Child Welfare (Commonwealth Agreement Ratification) Act 1962, Adoption of Children Act 1965 and Adoption Information Act 1990.

DoCS also has significant responsibilities as a provider of disability services pursuant to the Disability Services Act, 1993 as well as responsibilities in relation to The Hague Convention on the Protection of Children and Cooperation in respect of Intercountry Adoption.

In the year 2000 the Children and Young Persons (Care and Protection) Act 1998 becomes effective. This Act which incorporates industry best practice will improve the way services for children and families are delivered.

DoCS fulfils a number of roles within the human service system: service provider, planner, funder, regulator, facilitator and advocate. DoCS is the lead agency for joint human services planning in NSW.

One of our responsibilities is to lead in community development - promoting and providing responsible, flexible service options to all communities. This role facilitates the development and maintenance of social capital - 'collective' participation in the community.

Assisting Young People with High Support Needs

In the Southern Highlands Area, DoCS has collaborated with community partners to establish additional placements for young people with high support needs.

Run by St Saviours Neighbourhood Centre in Goulburn the “Short Stop” program provides supported foster placements and case management services on contract to the Department. As young people from the Southern Highlands Area no longer need to travel to Sydney to receive this service, risks to the young people are reduced and they remain closer to their families.

We:

- work with our community partners and the community to help protect and care for children;
- assist people with intellectual disabilities and high support needs to achieve greater independence, involvement in the community and a better quality of life; and
- coordinate services to meet the basic welfare needs of people affected by disasters.

We do this by:

- funding community agencies to ensure services are provided to:
 - prevent child abuse and neglect
 - care for and support children
 - support community development in disadvantaged communities
 - support people and families at risk and the homeless
 - support child care;
- developing plans with our community partners to ensure that high risk families and individuals and people with an intellectual disability have access to a range of community services;
- providing emergency financial assistance to families at risk with children and to young people in our care;
- providing and monitoring care and support for children who cannot live at home with their families;
- providing and regulating adoption services;
- regulating child care services and children's employment;
- developing standards with other service providers for out-of-home accommodation for young people under 16 and monitoring these standards;
- providing concessions for low-income earners, such as energy concessions and subsidised spectacles, and administering the half-fare transport entitlement scheme on behalf of the Department of Transport; and
- providing accommodation, respite and community support services for people with a disability.

The Women's Safehouse/Community Centre

Orana Far West Area of DoCS has worked with women from Wilcannia, Walgett, Lightning Ridge and Bourke to develop the Women's Safehouse/Community Centre Model which provides women with a refuge from domestic violence as well as a place to meet and support each other to develop skills which will assist them in breaking the cycle of violence in their lives. Rather than having to travel long distances for refuge-type accommodation, this Model enables women to access services in their own community.

The Right to Better Service

The Rural and Remote Communities Policy *Directions* sets a vision for DoCS in respect to improving our services to rural and remote communities.

The *Directions* statement is based on the principles of equity, access, participation and rights expressed in the NSW Government's Social Justice Policy Directions Statement, "*Fair Go, Fair Share, Fair Say*". As part of its commitment to improving the social, economic and environmental quality of life of rural New South Wales, the NSW Government articulated key directions for rural communities in the Rural Social Justice Statement with a focus on:

- building stronger communities by working with the people, towns and regions of rural NSW; and
- designing and delivering integrated and flexible services that are more responsive to the particular needs of rural people.

Through a number of Government initiatives including the Office of Regional Communities, the Rural Communities Consultative Council and the Regional Coordinator Program, DoCS will work in partnership with government and our community partners to tackle the stresses faced by rural families.

We are committed to redressing the problems of inequity and lack of access which some individuals and communities in rural and remote areas of New South Wales continue to experience. The Right to Better Service - DoCS Rural and Remote Communities Policy *Directions* is one of a suite of statements developed by DoCS to address inequities in particular communities. Together with the two other statements - The Right to Better Service - DoCS Aboriginal Policy *Directions* and The Right to Better Service - DoCS Ethnic Affairs Policy *Directions* - they are another step in the improvement of our systems to help diverse communities. The 1998-2000 Corporate Plan for DoCS underpins the Rural and Remote Communities Policy *Directions* and establishes a solid foundation for us to improve the quality and responsiveness of our services. The Rural and Remote Communities Policy *Directions* reflects the values listed in the Corporate Plan, and its implementation will occur during the same period.

In 1996, DoCS produced two reports outlining issues facing service delivery in rural and remote areas: The Review of Cluster Arrangements for Rural and Remote Communities in Western NSW and Issues in the Provision of Welfare/Human Services in Rural and Remote Communities in NSW. Using the findings of these reports, we started to develop an approach that would improve access and service delivery to our clients, as well as provide better support for our people working in rural and remote areas. The Rural and Remote Communities Policy *Directions* has resulted from these reports and from our consultations with community organisations and other government departments.

The Rural and Remote Communities Policy *Directions* includes a policy approach and an implementation plan which outlines DoCS' goals and actions for delivering better outcomes for rural and remote communities. The implementation plan outlines the long term policy outcomes for DoCS and includes Key Result Areas to be incorporated into DoCS Strategic Business Plans and local Integrated Community Services Planning (ICSP).

Parenting Skills for a Local Aboriginal Community

The small Aboriginal community of Murrin Bridge near Lake Cargelligo identified parenting skills as a significant need affecting local families. DoCS Central West Area responded by arranging for a culturally appropriate Parenting Skills Program to be facilitated by an Aboriginal consultant. Real improvements in the care of children in the community have been reported. As a result of this program, a women's group has been formed to assist in managing local community projects.

The need for a Rural and Remote Policy *Directions*

For people in rural areas, the continued withdrawal of services such as banking has resulted in feelings of isolation and neglect. Rural DoCS staff have reported increased substance abuse, low morale and depression in the communities they serve.

For instance, in rural Australia:

- adolescent pregnancy rates are double that of larger cities
- youth unemployment is as high as 40% in some areas
- farm debt increased by 34% in the decade to June 1995
- outmigration from rural townships means populations are static or declining
- avoidable deaths are 40% higher than in capital cities
- respiratory disease is 71% higher than in cities
- the incidence of domestic violence is increasing
- the suicide rate among 15-19 year old males rose in towns with fewer than 4,000 people from 3.6 per 100,000 in the 1960's to 31.6 per 100,000 in 1991.¹

Rural and remote areas provide challenges for service delivery because:

- the socio-economic base of communities varies
- different power bases operate in smaller communities
- large distances between centres make access difficult and costly
- smaller economies of scale influence planning processes
- of the particular needs that remoteness presents to the development and sustainability of infrastructure
- increases in the cost of living have a significant impact on transport, utilities and domestic products
- of limited and expensive communication technology and transport
- of shifting populations - with decline in smaller centres and increase in larger centres
- of limited availability of specialist workforces
- major climatic events such as drought and flood disrupt services.

All these factors combine to increase the pressures in the community and the expectations placed on DoCS to be 'all things to all people'.

¹ Evaluation of the Rural Communities Access Program, Rural Division, Department of Primary Industries and Energy, Canberra, 1997.

Partnering in Government

In the Mid and Far North Coast areas, we are participating in the pilot program for Families First, along with the Departments of Ageing and Disability, Education and Training, Housing and NSW Health. Families First is a coordinated strategy to increase the effectiveness of early intervention and prevention services through supporting parents and carers raising children and helping them to solve problems early.

The overall low population density that characterises rural and remote areas can mean that towns and centres do not reach the population size usually considered necessary for a service to be established or maintained. Rural areas frequently include large Aboriginal populations which are often very isolated, have low population density and few or no basic services such as adequate housing, electricity or a dependable water supply. The current structure of the human services system in rural and remote communities in New South Wales is outlined in Table 1.

Table 1: The Human Service System in Rural and Remote communities

Community Type	Common Pattern of Service Provision
Regional	<ul style="list-style-type: none"> • Highly skilled specialist services • Multidisciplinary mobile teams • Consultants are available • Large service base, all services available • Extensive non-Government management infrastructure
Large Country Town	<ul style="list-style-type: none"> • Generalist workers • Some scattered specialists • Stand alone services, some part-time • Some non-Government management infrastructure
Medium/Small Town	<ul style="list-style-type: none"> • Minimal generalist services • Limited non-Government management infrastructure • Visiting or no specialist services
Small/Remote Town	<ul style="list-style-type: none"> • Absence of many generalist and specialist services • Some visiting generalists or outreach services • Limited non-Government management infrastructure

Rural and Remote Communities Defined

Rural areas include regional centres apart from major metropolitan areas, large and small towns and villages and locations where population density is low and primary production and mining are generally the major industries.

Remote areas are characterised by low population density and a lack of access to larger service centres and transport routes. The characteristics of rural and remote areas provide challenges for service delivery that are distinctly different from those for metropolitan service systems.

In this policy 'rural and remote areas' include Statistical Local Areas which meet the definition developed by the Commonwealth Departments of Agriculture, Fisheries and Forestry Australia for "large rural centres", "small rural centres" and "other rural areas".

Defining 'community services'

Community services promote equity, access, participation and rights. They also enhance and maintain the social, physical and psychological wellbeing of individuals, families and communities. Community services provide support to prevent or resolve crises in the short term and help people to function independently in the long term.

Disaster Welfare

Floods in rural and remote areas can bring tragedy but can also knit people together, no matter what the distance. The 1998 floods in the New England area demonstrated this, with small country towns like Pillaga and Wee Waa cut off for periods of up to 6 weeks.

DoCS disaster welfare services were essential for many families coping with isolation, the anxiety of loss of income and lack of basic items such as medication, fuel and food during this time.

Through the Rural and Remote Communities Policy *Directions* we will work together with the community and government to achieve the best possible results for rural and remote areas, working with communities to build their social capital and enhance their strength, wellbeing, reciprocity and connectedness.

Rural and remote communities have a right to:

- participate in the resolution of issues affecting their community
- a service system which enhances a social infrastructure and regional development role
- be adequately resourced to provide access to the right services
- expect a coordinated approach to planning and delivery of services by Government and community partners
- have their distinct rural needs recognised and valued.

We will:

- recognise that quality of life, health and wellbeing are essential to promoting social justice and to maximising the ability of people to function independently in society
- coordinate across the government and business sectors to support rural and remote families to achieve a better quality of life for their children
- be flexible and focused to meet needs
- operate to a high standard
- be accountable and part of an ongoing evaluation and monitoring of our services
- at all times provide a minimum level of service
- provide specific training to staff working in rural and remote communities
- be part of a coordinated and local network
- work with communities to build social capital through helping to foster trust, reciprocity and connectedness within and between communities.

Farm Based Child Care Services

DoCS Riverina-Murray Area is assisting local communities to develop service delivery models which meet their specific needs. Rural Child Care Initiative consultations identified that farming families required a childcare service which recognised the constraints of isolation and peak farming periods. Riverina-Murray's Farm Based Child Care model operates as a mobile child care service which provides care for children on their farming property and acknowledges the employment-related aspects of farming.

We are committed to fairness in the distribution of resources, to recognising and promoting diversity, improving access to services, and making opportunities available to allow genuine participation and consultation in decisions affecting people's lives.

These commitments have evolved from listening to the concerns expressed by rural and remote communities in relation to service planning and delivery. They inform and clearly link with the four key result areas prescribed in the Implementation Plan.

Key Result Areas

- Our Services are Right for Rural and Remote Communities
- Right People in the Right Place, with the Right Skills
- Flexibility and Equity in Resource Allocation
- Clients Receive the Best Service possible through partnership with other agencies.

'Looking towards 2001 and beyond you will see DoCS as a vital part of a strong community...which works together to solve its own problems'
(DoCS Corporate Plan, 1998-2001)

Long Term Outcomes

In targeting rural and remote communities in NSW, DoCS will demonstrate a commitment to fairness in the distribution of resources across our programs. We will work in partnership with government and our community partners to tackle the stresses faced by rural families.

The long term outcomes provide a focus for the *Directions* statement to improve our services to rural and remote communities.

Our long term priorities will:

- improve the quality and delivery of community services so that everyone can access them when they are needed;
- enable areas and communities to become self-supporting by providing effective services and infrastructure;
- support community initiatives;
- use available resources more effectively in response to community needs;
- focus on achieving these outcomes;
- build stronger communities by working with the people, towns and regions of rural and remote NSW; and
- design and deliver integrated and flexible services that are responsive to the particular needs of rural people.

These long term outcomes will mean that rural and remote communities receive timely and effective services.

The Right to Better Service - Rural and Remote Communities Policy *Directions* will contribute to the overall wellbeing of people in outlying areas of New South Wales by promoting access to supportive services and facilitating the development of social capital.

Phased Implementation

The implementation of the Rural and Remote Communities Policy *Directions* will be phased in over two distinct stages over three years and includes monitoring and evaluation during this period. The Implementation Plan outlines Key Result Areas, Strategies and Performance Indicators for 1999/2000, the first year of implementation. This will be incorporated into Strategic Business Plans and Integrated Community Services Planning processes.

Year 1 Strategies and Performance Indicators will establish benchmarks and inform the development of indicators for Year 2. Years 2 and 3 Performance Indicators will be developed based on information gathered in Year 1. Implementation begins on 1 July 1999.

Review

We recognise that we are accountable to our clients for our performance through the NSW Minister for Community Services and the NSW Parliament. We are developing strategies to be more accountable and responsive to clients, both directly and through strengthening relationships with our community partners. The DoCS Corporate Plan, 1998 - 2000 that emphasises 'putting people first', makes our core values of respect, trust, openness, fairness and teamwork clear. From the foundation of our Corporate Plan we can improve the quality and responsiveness of our services.

The Rural Issues Committee will review our progress toward achieving the strategies outlined in the implementation plan and report to the Executive Team through DoCS' State Council.

Reporting

Reporting of activities and successes toward meeting the long term outcomes of the Rural and Remote Communities Policy *Directions* will take place through:

- reporting against the DoCS Corporate Plan and Strategic Business Plans;
- existing procedures such as Area Business Plans (quarterly), Integrated Community Services Planning (ICSP) and the DoCS Annual Report;
- quarterly implementation progress reports to DoCS' State Council (by the Rural Issues Committee);
- progress reports to DoCS Equity and Diversity Council for performance in the areas of equal employment opportunity, staffing profile, career path planning and training incorporating Aboriginal and Torres Strait Islander and ethnic affairs in DoCS human resources practices;
- the inclusion of accountabilities to diverse communities in the performance agreements of senior managers;
- existing procedures for the monitoring and realignment of policy, as well as project-based reviews of service delivery and planning; and
- DoCS' ongoing research system.

Feedback

We welcome your feedback. Please use our freecall number to Client Feedback and Assistance Unit on 1800 000 164. This number may also be accessed by people of non-English speaking backgrounds by contacting the Translating and Interpreting Service (TIS) on 131 450 and asking to be connected to our number. Our email address is: client.feedback@community.nsw.gov.au

Our Services are Right for Rural and Remote Communities

Objective: To strengthen the partnership between the Department of Community Services and Rural and Remote communities, to deliver more responsive, appropriate services.

Key Directions:	Strategies:	Performance Indicators:	Responsibility:
Integrated planning for all community services	<ul style="list-style-type: none"> Use Integrated Community Services Planning to ensure our services recognise the diversity and isolation factors which affect service delivery in rural and remote communities 	<ul style="list-style-type: none"> Area Strategic Plans will demonstrate responsiveness to local community needs 	Area Managers and Area Planning Managers - ongoing
Responding to the special needs and circumstances of Aboriginal communities	<ul style="list-style-type: none"> Establish and participate in projects that demonstrate collaboration in service delivery with Aboriginal communities Establish processes to involve Aboriginal community representatives and other agencies in decision-making. 	<ul style="list-style-type: none"> Areas will demonstrate the diversity of Aboriginal communities and involve them in developing plans and services for current and future needs Consultation mechanisms that are acceptable to the Aboriginal communities 	
Responding to the special needs of people from culturally and linguistically diverse backgrounds	<ul style="list-style-type: none"> Ensure all policies adopted and services funded recognise the cultural values of indigenous Australians and people from non-English speaking backgrounds as articulated in DoCS Aboriginal Policy <i>Directions</i> and the Ethnic Affairs Policy <i>Directions</i>. 	<ul style="list-style-type: none"> Endorsement of Area planning processes by key communities 	
Strengthening informal supports within communities	<ul style="list-style-type: none"> Each Area will have as a key priority rural and remote interagency co-operation. Each Area will be responsible for working with community partner organisations in partnerships that reflect DoCS core values and recognise the diversity of rural and remote communities 	<ul style="list-style-type: none"> Areas will be able to demonstrate a number of key areas of interagency co-operation Areas will demonstrate the number and range of partnerships across target groups 	
Promoting community development and prevention strategies	<ul style="list-style-type: none"> Develop protocols with local government agencies that enable the building of the strength, well being and connectedness of communities, taking into account issues of isolation for rural and remote communities 	<ul style="list-style-type: none"> Areas will develop protocols with local governments that enhance DoCS core business and recognise its role as the lead agency in community development 	

Key Result Area Two

Right People, in the Right Place, with the Right Skills

Objectives: Encourage skilled staff to apply for key positions in rural and remote areas. Demonstrate that staff who choose to work in rural and remote areas are valued and supported by access to supervision, support, training and professional advice.

Key Directions:	Strategies:	Performance Indicators:	Responsibility:
Improve recruitment, training and management support.	<ul style="list-style-type: none"> • Develop a program to attract and retain skilled staff to rural and remote areas and formally acknowledge the skills they have developed to facilitate promotional opportunities 	<ul style="list-style-type: none"> • Reduction of staff vacancy rates in rural and remote areas 	Corporate Services Area Managers
Promote employment practices and distribute resources so that greater equity in rural and remote staffing is achieved.	<ul style="list-style-type: none"> • Achieve racial equity in our face to face staff. • Develop a Rural and Remote Workforce Strategy which will examine: <ul style="list-style-type: none"> - approaches to assist undergraduate education; - opportunities for post graduate education of staff; - opportunities for career development; - recruitment and retention incentives; - equitable access to employee support services; - training opportunities. 	<ul style="list-style-type: none"> • Local workplaces will reflect the racial composition of the communities they service • Proportion of Aboriginal staff • Proportion of staff from non-English speaking backgrounds • Proportion of staff with disabilities • Number of supervision sessions between staff member and supervisor • Number of training sessions attended • Vacancy level • Number of applicants applying for advertised positions • Mentoring approaches established • Number of staff being mentored • Action plan developed to address support needs of staff 	Corporate Services Area Managers
Support staff who work in rural and remote areas.	<ul style="list-style-type: none"> • Develop strategies to support and mentor staff working in rural and remote areas; <ul style="list-style-type: none"> - engage HR in setting up appropriate mentoring approaches; - work with other agencies to link into their networks in rural and remote areas; - identify support needs of staff working in rural and remote areas; - develop appropriate responses to these needs. 		

Flexibility and Equity in Resource Allocation

Objectives: To ensure that resources are used efficiently and flexibly.
To ensure that Rural and Remote Areas receive their fair share of resources.

Key Directions:	Strategies:	Performance Indicators:	Responsibility:
Improve responsiveness and accountability.	<ul style="list-style-type: none"> Develop flexible approaches across government service models which meet the needs of rural and remote communities. 	<ul style="list-style-type: none"> Flexible service models and models of best practice are identified and promoted 	Area Managers
Provide a seamless service system.	<ul style="list-style-type: none"> The Department will develop a minimum level of service provision for rural and remote communities. The Department will develop and support funding models that produce positive outcomes for rural and remote communities. 	<ul style="list-style-type: none"> Agreed baseline level of service 	State Executive
Allocate funds flexibly and with fairness to meet client needs.	<ul style="list-style-type: none"> The Department will develop and support funding models which assist rural and remote communities in overcoming historical inequities. 	<ul style="list-style-type: none"> Develop a range of flexible funding models that meet the needs of people living in rural and remote communities The proportion of people from diverse rural and remote communities who utilise services 	State Executive and Area Managers Executive Team

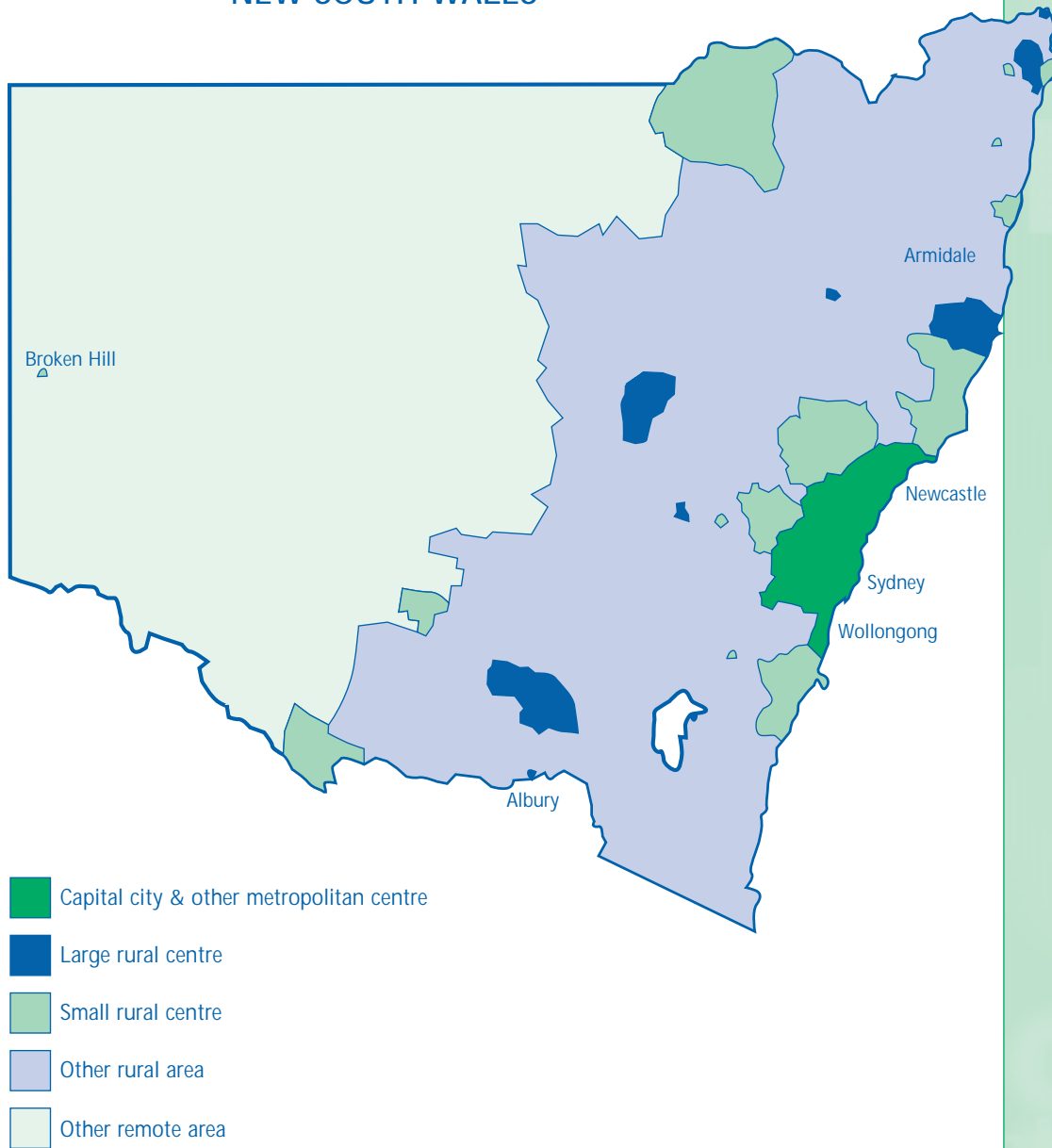
Key Result Area Four

Clients Receive the Best Service Possible through Partnerships with Other Agencies

Objective: To strengthen the partnership between the Department of Community Services, Local Governments and other Government agencies and community partners.

Key Directions:	Strategies:	Performance Indicators:	Responsibility:
Develop networks with tertiary institutions that provide a professional framework for our staff and a pool of staff from which to recruit in rural and remote communities.	<ul style="list-style-type: none"> DoCS will explore and encourage formal relationships with tertiary institutions in particular, the joint appointment of staff and research personnel to promote an understanding of issues for DoCS' clients in rural and remote communities. Develop protocols with other key Government Departments which will formalise roles and responsibilities in cross-Government initiatives to ensure that DoCS' clients in rural and remote communities receive the best possible service. 	<ul style="list-style-type: none"> Number of joint appointments between tertiary institutions, other community partners and the Department Number of joint initiatives with formal agreements which target resources to service improvement that strengthen partnerships and improve community outcomes 	Area Managers - ongoing
Promoting the Department's core business and identifying where this fits within a seamless service delivery system in rural and remote communities.	<ul style="list-style-type: none"> DoCS will take a role in facilitating the identification of needs and priorities in local communities and will work with rural and remote communities to address these needs. 	<ul style="list-style-type: none"> Strategic plans will demonstrate the use of cooperative/ collaborative projects in community development. Number of partnerships in place that strengthen the social fabric of rural and remote communities 	
Partner with other NSW Government Departments to strengthen rural and remote communities.	<ul style="list-style-type: none"> Participate as a key player in the Regional Co-ordination program. Develop flexible approaches to servicing isolated communities. Work with NSW agencies to develop an approach where telecommunications can be upgraded. 	<ul style="list-style-type: none"> Demonstrate a flexible cross-Government approach. A plan to upgrade telecommunications. 	

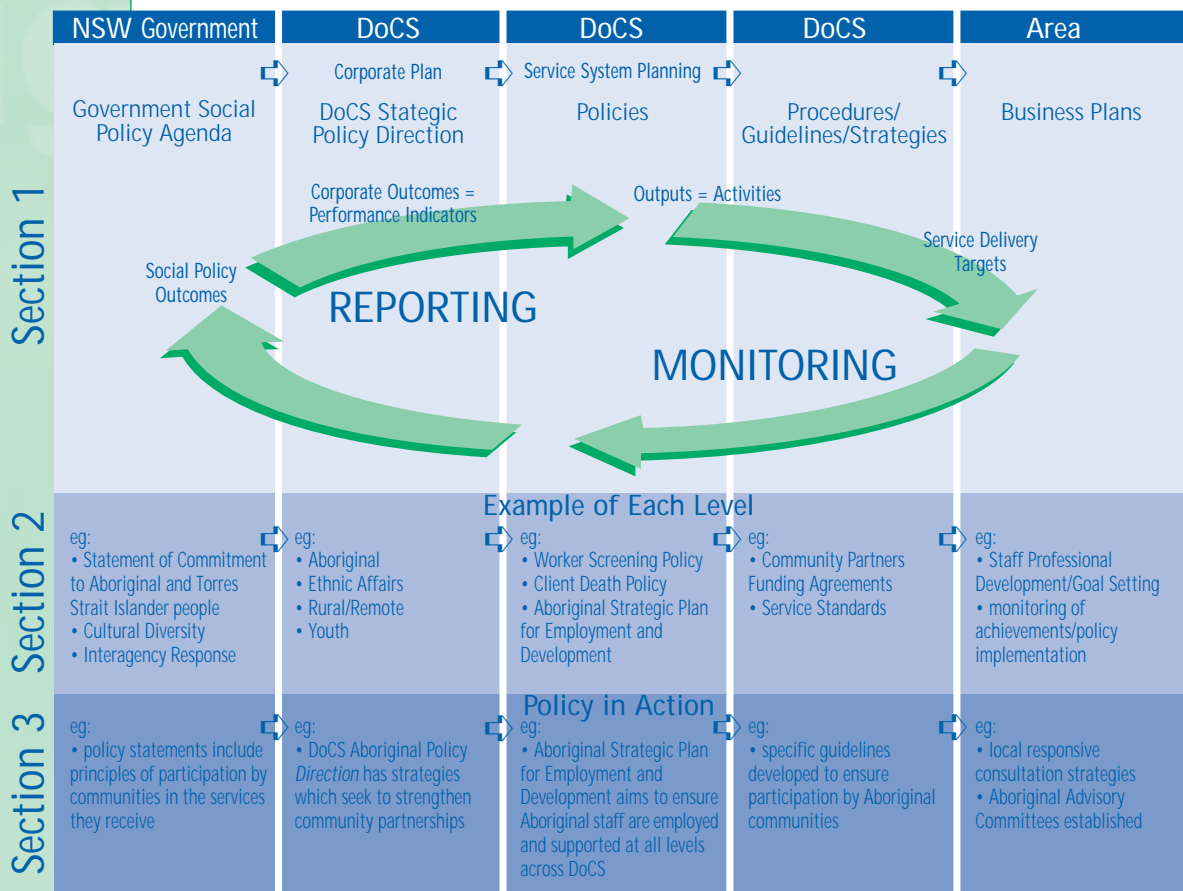
APPENDIX 1 - MAP OF RURAL AND REMOTE
NEW SOUTH WALES



Appendix 2

APPENDIX 2 - THE POLICY CYCLE

The Policy Cycle appears below. It is divided into three sections which read across the page (small arrows have been included as a guide).



Section 1

This section demonstrates the development of policy from its formulation by government to its prioritisation at the local level.

Section 2

This section shows the way in which DoCS and its Business Units show a commitment to the broader government agenda. DoCS and Business Units are required to report on achievements in the stated areas (examples provided in the Map) through Annual Reporting, quarterly reporting (at the Area level), and other reporting mechanisms.

Section 3

This section comprises examples of 'Policy in Action', that is, policy statements, strategies and service delivery Direction.

APPENDIX 3 - REFERENCES

New South Wales Government (1999) Working Together for Stronger Rural Communities: A Statement of Commitment to Rural Social Justice by the NSW Government

New South Wales Government (1996) Fair Go, Fair Share, Fair Say - New South Wales Social Justice Directions Statement

NSW Department of Community Services (1999) DoCS Corporate Plan

NSW Department of Community Services (1999) The Right to Better Service - DoCS Ethnic Affairs Policy *Directions*

NSW Department of Community Services (1999) The Right to Better Service - DoCS Aboriginal Policy *Directions*

NSW Department of Community Services (1996) Review of Cluster Arrangements for Rural and Remote Communities in Western NSW

NSW Department of Community Services (1996) Issues in the Provision of Welfare/ Human Services in Rural and Remote Communities in NSW

Department of Primary Industries & Energy (1997) Evaluation of the Rural Communities Access Program

