

2 March 2018



Our Ref: GIPA17/ [REDACTED]  
Matter No: [REDACTED]

Dear [REDACTED]

**Formal Access Application - Notice of Decision**

I refer to your Formal Access Application under the *Government Information (Public Access) Act 2009* (the GIPA Act), that you lodged with the Department of Family and Community Services (FACS), and [REDACTED] subsequent email dated 5 December 2017, where he clarified the scope of the application and confirmed that [REDACTED] are requesting access to the following information:

- *“A copy of all minutes and notes from meetings, ministerial updates and interim reports held by the Department of Family and Community Services relating to the Independent Review of Aboriginal Children and Young People in OOH in NSW chaired by Professor Megan Davis since the commencement of the review”.*

Please be advised that I liaised with the Aboriginal Care Review Team within FACS that was able to locate information relating to the above request, which I numbered 1 to 130, inclusive.

I have carefully considered your request in view of the objectives of the GIPA Act where you have a legally enforceable right to obtain information, unless there is an overriding public interest against disclosure of the subject information. Further, I have also considered the requirements of section 74 of the GIPA Act, which provides that an agency may delete information from a record to which access is provided if the deleted information is not relevant, or within the scope of the information applied for, or an agency has decided to refuse access to that information.

I have decided to provide you with a copy of the information requested in your access application in accordance with section 58 of the GIPA Act, with the exception of a number of pages, which contain information that is subject to an overriding public interest consideration against disclosure under the GIPA Act. The decision schedule attached lists the documents that contain information where there is an overriding public interest consideration against disclosure. In the decision schedule, (F) means that a document has been withheld in full from disclosure and (P) means that a document has been withheld in part from disclosure.

In deciding which information to withhold in full or in part, I was required to conduct a “public interest test” where the public interest considerations favouring disclosure of government information were weighed against those factors that do not favour disclosure. The following are a number of public interest factors I considered which favour disclosure of the information requested:

- Disclosure of the information could reasonably be expected to promote open discussion of public affairs, enhance Government accountability or contribute to positive and informed debate on issues of public importance.
- Disclosure of the information could reasonably be expected to inform the public about the operations of agencies and, in particular, their policies and practices for dealing with members of the public.
- Disclosure of the information could reasonably be expected to ensure effective oversight of the expenditure of public funds.
- The information is personal information of the person to whom it is to be disclosed.
- Disclosure of the information could reasonably be expected to reveal or substantiate that an agency (or a member of an agency) has engaged in misconduct or negligent, improper or unlawful conduct.
- Disclosure of the information could reasonably be expected to advance the fair treatment of individuals in accordance with the law in their dealings with agencies.
- Disclosure of the information could reasonably be expected to reveal the reason for a government decision and any background or contextual information that informed the decision.
- Disclosure of the information could reasonably be expected to contribute to the administration of justice generally, including procedural fairness.

However, a number of documents have been withheld from disclosure as they contain information where a public interest factor against disclosure, outweighs the factors in favour of disclosure.

Information that has been withheld from disclosure under clause 4(c) of Schedule 1 of the GIPA Act relates to information subject to contempt. There is a conclusive presumption of an overriding public interest against disclosure of information that would, but for any immunity of the Crown, infringe the privilege of Parliament. The information subject to clause 4(c) of Schedule 1 of the GIPA Act are House Folder Notes prepared for the business of Parliament, the disclosure of which, would infringe on the privilege protecting freedom of speech in parliamentary proceedings.

Information that has been withheld from disclosure under clause 3(a) of the table to section 14 of the GIPA Act is information that would reveal an individual's personal information. An individual's personal information may include their identity, their contact number, their place of employment, etc. I am of the view that there is an overwhelming public interest against disclosing information that reveals an individual's personal information.

If you are aggrieved by any of the reviewable decisions in this notice of decision, you may seek a review under Part 5 of the GIPA Act, by requesting any one of the following:

- An Internal Review which must be lodged with the Right to Information Unit within 20 working days of this notice of decision. You must lodge your Internal Review at the address shown at the bottom of the first page and must be accompanied by the appropriate application fee of \$40.
- Alternatively, a request for an External Review may be lodged with either the Information and Privacy Commission, or the NSW Civil and Administrative Tribunal. Please note that you must lodge your request for an external review within 8 weeks of this notice of decision.

Further attached are receipts for the amounts of \$30, \$300 and \$300 respectively, which represent the fees for processing your Formal Access Application.

If you have any questions regarding this notice, please contact me on telephone (02) 8753 8400.

Yours sincerely

A handwritten signature in blue ink, appearing to be 'Peter Bazzo', written over a large, light blue scribble.

**Peter Bazzo**  
**Acting Manager**  
**Right to Information Unit**  
**Department of Family and Community Services, Legal**

# Decision Schedule

ACCESS APPLICANT'S NAME	[REDACTED]	DECIDING OFFICER	<b>Peter Bazzo</b>
FACS REFERENCE	<b>GIPA17/737</b>	INTERNAL REVIEW OFFICER	

## INFORMATION THAT WAS NOT DISCLOSED

PAGE NUMBER	PUBLIC INTEREST CONSIDERATIONS AGAINST DISCLOSURE					DESCRIPTION OF FOLIO / REASON FOR NON-DISCLOSURE
	Schedule 1 information	Table to Section 14 of the GIPA Act 2009				
		Clause 4(c)	Clause 1(d)	Clause 1(f)	Clause 1(g)	
14 – 25	N/A	N/A	N/A	N/A	N/A	Documents which contain information that does not fall within the scope of your request. Therefore, I have not considered the disclosure of these pages in accordance with the <i>Government Information (Public Access) Act 2009</i> .
32, 40					P	Project Schedule that reveals another person's personal information.
69 – 70, 73					P	Briefing Note that identifies another person.
78 – 88	N/A	N/A	N/A	N/A	N/A	Documents which contain information that does not fall within the scope of your request. Therefore, I have not considered the disclosure of these pages in accordance with the <i>Government Information (Public Access) Act 2009</i> .
90					P	Briefing Note that identifies another person.
95 – 98	F					House Folder Note, the disclosure of which would, but for any immunity of the Crown, infringe the privilege of Parliament.
99 – 100					P	Email correspondence that reveals another person's personal information.

## Meeting with Independent Chair Megan Davis

21 December 2016

### Discussion Points

1. **Outcomes from meeting with Minister on 16 December**
2. **Require advice or decisions on the following to enable Review Team to progress preparation:**
  - Independent Chair:
    - Commencement date
    - End date
    - Office Location
    - Days per week working on review (which days?)
    - Resources required
  - Draft terms of reference for the Review
  - Present target group options to help inform methodology (see draft case review options)
  - Advisory Committee
    - Who should be on the committee (see proposed list)
    - How should the committee be appointed (direct appoint, EOI?)
    - Who should appoint the committee?
    - Terms of Reference (see draft)
    - Remuneration - will there be a role for Advisory committee members outside Advisory committee meetings e.g. attend community info sessions etc?
  - Stakeholder Engagement
    - Discuss the setting up of meetings with GMAR, AbSec etc for preparation in 2017.



## Actions from Project Board Meetings

Project Name:		Review of Aboriginal CYP Project	Last Updated:		28 November 2016	
Item No	Date Raised	Action	Assigned To	Target Date	Status	Date Closed
1	28/11/2016	Include data source and date at the bottom of the cohort map.	Project Team	2 Dec 16	Complete	
2	28/11/2016	Include 0–2 years in cohort map.	Project Team	2 Dec 16	Complete	
3	28/11/2016	Review project objectives and scope in line with Project Board feedback and present to the next project board meeting for endorsement.	Project Team	30 Jan 17	In progress	
4	28/11/2016	Ensure key messaging articulates the range of work taking place in relation to Aboriginal clients such as: <ul style="list-style-type: none"> <li>Review of Aboriginal children and young people in OOHHC project</li> <li>Development of an Aboriginal Outcomes Strategy</li> <li>Aboriginal Child and Family Reform Group</li> </ul>	Project Team	30 Jan 17	In progress	
5	28/11/2016	Minister and Independent Chairperson to name the project	Minister and Independent Chair	TBA	Open	
6	28/11/2016	Amend governance structure diagram to reflect Independent Chairperson and Advisory Committee are at the centre of the review.	Project Team	2 Dec 16	Complete	
7	28/11/2016	Project Board members to email/contact Project Director (Kylie Jacky) with views on AbSec membership to the Project Board.	All Board Members	9 Dec 16	In progress	

## Review of Aboriginal Children and Young People Project Board Minutes

**Meeting 1**                      **Review of Aboriginal Children & Young People in OOHC Project**  
**Date**                              **Monday 28<sup>th</sup> November 2016, 2.00pm – 3.30pm**

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Location:            4-6 Cavill Ave, Room 4.2

Chairperson:        Maree Walk

Attendees:          Deidre Mulkerin, Jennifer Mar Young, Simone Czech, Simone Walker, Kate Alexander, Kylie Jacky, Paul Coe, James Conaty.

Minute Taker:      Anne Ralph

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### 1. Acknowledgement of Country

- The Chair opened with an Acknowledgement of Wangal and Gadigal Country.

### 2. Background

#### 2.1 - Narrative of the Project – a shared story

- An overview of potential challenges for the project was provided based on the experience of the Office of the Senior Practitioner (OSP) in undertaking review work of a similar nature.

#### 2.2 - Setting the Scene – share knowledge of review previously undertaken

- The group was advised that the OSP is currently taking stock of Aboriginal cases (103) that have been reviewed over the last two years to help identify systematic issues and themes already. .
- It was questioned whether these 103 cases will be indicative of what the review finds given the cases OSP looks at are usually the most serious matters.
- It was agreed that it was important to be prepared for what the review may find and learning from what we have already undertaken will support this.
- It was expressed that it was important to remember throughout the review to keep practitioners on board and not alienating them. If we don't bring the frontline with us we create a defensive workforce.
- It was noted that it could be argued that a review will tell FACS what we already know however it was important to make it clear that this review will look at what changes must be made for specific children in the review cohort.
- It was agreed that key to this project will be articulating to the frontline the project methodology and what their roles and responsibilities will be.

- The Project Board reviewed the cohort group snapshot. It was advised this is fluid as children's circumstances change.
- It was questioned whether we should be reviewing children in guardianship orders given they are no longer in OOHC.

**ACTION** – Project Team to include data source and date at the bottom of the cohort map.

**ACTION** – Project Team to include 0–2 years in cohort map.

### 3. Overview

#### 3.1 - Project Objectives and Scope

- The Board provided feedback on the draft results and objectives of the project.
- Suggested that the objectives needed to be measurable and more specific.
- It was noted that baselines are available for health and education already therefore it would be possible to attach a percentage increase to these domains.
- Should be clear about what are we doing to keep children at home or return them to parents and family. Should be a focus on whether they should be in care.
- Suggested an upfront result may be Aboriginal children are living in the most appropriate and safe environment etc.
- The strategies range from very broad to specific, family finding may be too specific for this piece of work.

**ACTION** – Project Team to review project objectives and scope in line with Project Board feedback and present to the next project board meeting for endorsement.

#### 3.2 – Communication – Key Messages

- It was noted that there will likely be some anxiety from internal staff and NGOs about what this review means for them so it was important to communicate '*the why are we doing this?*' internally and externally.
- Messaging to frontline workers needs to project that it's ok for someone to come and look at your practice and encourage staff to see it as an opportunity to improve their work with all families.
- It was suggested that there could be some narrative about highlighting the importance of the work we do now and how it will last a lifetime. Look at Stolen Generations survivors and the ongoing trauma they experience because of past practices.
- It was agreed that the communication narrative must ensure a line of sight from central office to the frontline.
- The Board was advised that a change manager was proposed to come on board and work with the project team to co-ordinate key messaging and manage communication.

**ACTION** – Project team to ensure key messaging articulates the range of work taking place in relation to Aboriginal clients such as:

- Review of Aboriginal Children and Young People in OOHC



- Development of an Aboriginal Outcomes Strategy
- Aboriginal Child and Family Reform Group

**ACTION** – Minister and Independent Chairperson to name the project

#### 4. Governance

##### 4.1 - Overall Governance Structure

- The Project Board reviewed the proposed governance structure.
- Concern was expressed that the Independent Chairperson and Advisory Committee are off to the side in the diagram when they should be at the centre of this review.

**ACTION** – Project Team to amend governance structure diagram to reflect Independent Chairperson and Advisory Committee are at the centre of the review.

##### 4.2 - Independent Chairperson Role

- The Project Director discussed some of the issues experienced to date and the possibility that there may be differences in views on the role.
- Professor Megan Davis has advised that she sees her role lasting a 12 month period, however reviewing a cohort of 1200 children will take significantly more time than this.
- Advised that the project requires authority from Professor Davis including decisions about how she would like the review to operate. It's important that she directs this process.
- It was questioned whether the review and support team are the Independent Chairs team?
- It was noted that there is discussion about working with District Panels and what relationship the Chair would have with these groups should they be involved in the review process.
- Districts will have to report on implementation of recommended actions for individual children. Principal Officers will be responsible for implementing actions in NGOs.

##### 4.3 - Advisory Committee

- Project Board discussed membership for the Advisory committee.
- It was advised there were already nominations put forward by the Aboriginal Child and Family Reform Group and direct appointments would save some time and allow work to progress earlier.

##### 4.4 - Project Board Terms of Reference

- The Project Board endorsed the terms of reference.
- The Project Team raised the possibility of having AbSec sit on the Project Board.

**ACTION** – Project Board members to email/contact Project Director (Kylie Jacky) with views on AbSec membership to the Project Board.

## 5. Project Update

### 5.1 - Status Update and Next Steps

- Project Board reviewed the status update.

Meeting Closed

# Meeting Outcomes

## ICT – Review Tool discussion

Date 17 February 2017

Location Liverpool FACS Office

Attendees Paul Coe, Principal Project Officer ACRT  
James Conaty, Senior Project Officer ACRT  
Anthony Hall, Director ICT Consulting & Project Management  
Mark Milkos, Solution Architect Practice Lead

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- We provided a brief overview of the Review as relevant to ICT:
    - Size of cohort
    - Review stages
    - Data entry needs
    - Data extraction requirements
    - Ongoing tool usage options
  - The other large scale reviews processes were flagged, Taskforce 1000 and Insync Surveys, OOHC Accreditation and Qualtrics. The Qualtrics version is available online to test in regards to OOHC standards and allows for quantitative and qualitative data entry and presumably extraction (meeting with OOHC Accreditation team yet to occur but flagged)
  - Preference is for the qualtrics style format to be utilised.
  - ICT were interested in following up with Business Analyst from Child Story Henry Chou, plus their own Business Analyst to map out the process and intersections. Mark to follow up in regards to this.
  - ICT preference was to retain existing platform such as seen from qualtrics and extend out the licence to allow for other question sets to be utilised. Mark was going to follow up in regards to this.
  - ACRT to follow up with OOHC Accreditation about reporting options currently available and whether is suitable for future reporting needs.
  - Links to Qualtrics/OOHC accreditation page were forwarded to Mark 17/2/17.

# Meeting Outcomes

## Office of Children's Guardian & Large scale reviews

Date 15 February 2017

Location Office of Children's Guardian, Surry Hills

Attendees Paul Coe, Principal Project Officer ACRT  
Larissa Johnson, Manager, Accreditation and Monitoring  
Allison Prior - OCG  
Jennifer Roberts - OCG

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- I provided an overview of the Review:
    - Chairperson
    - District Panels
    - Cohort size
    - Review processes
    - Timeframe
  - They provided an update on the upcoming Review of Residential care.
    - 640 children
    - Desktop review
    - 4 staff full time, estimated 2 hours per review and will take 2 months
    - Children to be prioritised for on site assessment through this process.
    - Looking at key records to explain rationale/justification for placement in a residential care service. This should be located in key records and if it not cannot be located then child will proceed to further on site review.
    - Desktop review tool still being developed and will be forwarded by Jennifer.
  - OCG were very interested to keep communication channels open as there is some overlap (20 odd or more) in our review cohorts. Not wishing to overwhelm services with simultaenous reviews.
  - OCG were interested in the communication strategy to providers and I indicated that this was being worked up at the moment and would be coming out soon, likely with a lead from the Minister to the services provider CEOs.
  - No further meeting set but contact details have been shared.

# Meeting Outcomes

## Meeting/Purpose SWS Aboriginal Panel development and intersection with Review

Date 16 February 2017

Location South Western Sydney District, Network Office Bankstown

Attendees Paul Coe, Principal Project Officer ACRT  
James Conaty, Senior Project Officer ACRT  
Blair Collier, A/Executive Officer SWS  
Alison Croall, Project Officer SWS

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- SWS provided an overview of the Aboriginal participation in Decision Making in Child Protection project that they are currently working on.
  - Initiated by EDD Mandy Young, who has been out in the District since September/October 2016. Identified no Aboriginal community based consultation mechanism and sought to advance this.
  - District was reliant on an Internal Aboriginal staff consultation mailbox, currently have 13 Aboriginal staff in CS (not all caseworkers) and about 6 participate in the mailbox consultation process which is clunky.
  - District did have an enduring Aboriginal Community Group that they were engaged with as part of ACIF, through concedes not much is occurring in the space of ACIF. The participants on this group reflected the leading Aboriginal agencies in the District, some Aboriginal staff from agencies and some Aboriginal community members.
  - They have agreed to form into an Aboriginal consultation group and are participating in fortnightly meetings where they are being briefed on CS processes.
  - SWS are aware of the models developed in Western NSW, they have also been in touch with DISP and can see the linkages to the Guiding Principles, GMAR are not currently involved but are likely to be invited out in the near future.
  - Project Brief has been written up and is being lead by Blair and Alison, they are managing a number of tasks/projects at the moment and it is expected that Blair will step out of the A/Executive Officer role in coming weeks and remain offline to progress this.
  - We provided an overview of the Review:
    - Chairperson
    - District Panels
    - Cohort size
    - Review processes
    - Timeframe

- SWS are committed to making some improvements in this area and would be open to being one of the first Districts that is assessed.
- They were encouraged to start working on the list of kids which have already been provided.
- Will follow up and provide them with info on cultural connections as they considering options for IFBS roles that are being under utilised.



Review of Aboriginal Children in Care – Weekly Meeting			
Agenda Item	Issue	Action	Due date and status
<b>Item 1</b>	<b>Director Update</b>	<ul style="list-style-type: none"> <li>Paul meeting with Qualtrics &amp; OOHC Accreditation this week re. Aggregated District Data Reports and finalisation of tool.</li> </ul>	For discussion at fortnightly meeting 29/9.
		<ul style="list-style-type: none"> <li>Facilitated Discussion to be held on Tuesday 3/10 for ACR Leadership Team – Braiden, Lindsey, Paul &amp; Alannah</li> </ul>	
		<ul style="list-style-type: none"> <li>First fortnightly meeting to held this Friday 29/9 at UNSW – including Reviewers.</li> </ul>	
		<ul style="list-style-type: none"> <li>Futures Matter Conference 15-16 November – Camille to prepare presentation + Braiden to discuss with Megan.</li> </ul>	
<b>Item 2</b>	<b>Comms Update</b>	<ul style="list-style-type: none"> <li>Camille liaising with Megan today to finalise content for Submissions page although Camille noted that due to delays with getting approvals from Chair 1<sup>st</sup> of October Go Live date for page could be delayed.</li> </ul>	
		<ul style="list-style-type: none"> <li>BN &amp; Letter from Secretary to NGOs – Kathy to forward to team for input and then to Karen Connor, Partnerships (cc Justine De Heer)</li> </ul>	
		<ul style="list-style-type: none"> <li>Template for PDP – Kathy to follow up for Camille</li> </ul>	

Review of Aboriginal Children in Care – Weekly Meeting			
Item 4	Other Business	<ul style="list-style-type: none"> <li>• Panels Discussion – Paul to set up meeting with ACR leadership team once outstanding responses rec'd from Districts. Once paper finalised additional meeting to be set up with Camille re. Comms strategy.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Delegations – Alannah to email Braiden re. confirming our position and the Comms Strategy around removal of Aboriginal children for discussion with ED, OSP.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Alannah to draft email for Braiden to forward to Lisa Alonso Love re. move to ChildStory and implications for our Review. Will Reviewers need ChildStory training or can they continue to work from KIDS if available? How will they access current data after the move across to ChildStory?</li> </ul>	
		<ul style="list-style-type: none"> <li>• Planning Day – Kathy to forward notes to Team</li> </ul>	
		<ul style="list-style-type: none"> <li>• Branding &amp; Key Messages – Camille to schedule meeting with ACR Leadership Team Wednesday 11/10</li> </ul>	
		<ul style="list-style-type: none"> <li>• Parramatta Workstations – Kathy &amp; Lindsey to visit 29/9 AM and report back to team. Need to consider when Cleo can start working from this site.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Fortnightly Meeting 29/9 – all teams. Draft Agenda items</li> </ul>	

Review of Aboriginal Children in Care – Weekly Meeting			
		suggested. Kathy to forward to Braiden & Independent Team	

Pages 14 through 25 redacted for the following reasons:

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Not within the scope of the request

## Hayley Croft

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**From:** Anne Ralph  
**Sent:** Wednesday, 25 January 2017 3:16 PM  
**To:** Kylie Jacky; Kathy Baxter; James Conaty; Paul Coe; Camille Manley  
**Subject:** Priority Actions for the Next Week  
**Attachments:** D16 105505 Project Schedule - Review of Aboriginal Children in OOHC Project.docx

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Hi All,

As discussed at today's meetings below is the snapshot of the broad priority actions to begin or continue working towards for the next week.

Attached is the full schedule as at 25 Jan 2017.

If you have any comments to make about the progress of these actions email me and I'll update it or go into the schedule (TRIM Ref D16/105505) and add what you need to.

No. in Project Schedule	Key Activities	Responsibility
<b>Change and Communications Strategy</b>		
110	Draft change & communication strategy	Camille
<b>Review Tool Requirements and Development</b>		
118	Determine: <ul style="list-style-type: none"> <li>• review questions</li> <li>• review tool requirements</li> <li>• data capture requirements</li> </ul>	Paul and Jim
119	Determine support & escalation process/ business rules about entering data	Paul and Jim
120	Procure/develop review tool	Paul and Jim
<b>Ethics Approval</b>		
124	Prepare submission seeking ethics approval	Anne
<b>District Mechanisms</b>		
125	Liaise with Districts to identify panel mechanisms (develop minimum requirements, what does a panel look like)	Jim
<b>Case Review Team</b>		
128	Determine number of resources required	Paul and Jim
129	Define roles & responsibilities, scope & deliverables	Paul and Jim
130	Define triage procedures and process - escalation & support	Paul and Jim
131	Define engagement with BAU procedures and process	Paul and Jim
<b>Resource Procurement – Case Review Team</b>		

133	Identify resource source (independent and/or internal)	Paul and Jim
134	Procure resources - job description etc	Paul and Jim
<b>Advisory Committee</b>		
	Identify and prepare process steps/requirements for cabinet appointment.	Kathy and Anne

Thanks

**Anne Ralph**

Senior Project Officer

Review of Aboriginal Children & Young People in Care Project | Office of Senior Practitioner

Family and Community Services

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## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY	ON TRACK	DELAYED	OFF TRACK	COMPLETE
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KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
<b>PROJECT INITIATION</b>						
<b>Project mobilisation</b>						
1	Prepare Ministerial Briefing Note	Mon 15/08/16	Mon 15/08/16	Kylie Jacky	Complete	
2	Approve Briefing Note	Mon 15/08/16	Mon 15/08/16	Minister	Complete	
3	Identify Project Sponsor	Mon 15/08/16	Mon 15/08/16	Kylie Jacky	Complete	
4	Identify and assign resources	Mon 15/08/16	Mon 15/08/16	Kylie Jacky	Complete	
5	Establish project team	Mon 15/08/16	Thu 25/08/16	Kylie Jacky	Complete	
6	Procure Change & Communication resource	Thu 01/09/16	Thu 1/09/16	Kylie Jacky	Complete	
7	Schedule team meetings	Fri 26/08/16	Fri 26/08/16	Kathy Baxter	Complete	
8	Establish access to tools/systems (TRIM/email)	Fri 26/08/16	Thu 1/09/16	Kathy Baxter	Complete	
9	Prepare controls and registers - Issue & Risk Logs	Mon 29/08/16	Wed 31/08/16	Margot Roberts	Complete	
10	Setup folder structure (TRIM)	Fri 02/09/16	Fri 2/09/16	Kathy Baxter	Complete	
11	Quadrant Reports Scheduled	Thu 08/09/16	Ongoing	Anne Ralph	Complete	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

	KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
	<b>Financials</b>					
12	Calculate budget & submit high-level funding request	Fri 26/08/16	Fri 9/09/16	Kylie Jacky	Complete	
13	Budget Approved 2016/2017 and 2017/18	Mon 12/09/16	Fri 23/12/16	Project Sponsor	Complete	
14	Project set up in SAP PS (budget tracking)	Wed 5/10/16	Tue 11/10/16	Kathy Baxter	Complete	
15	Refine Financials - Budget 2017/2018 and 2018/2019	Tue 15/11/16	Wed 1/02/17	Kylie Jacky	On Track	<ul style="list-style-type: none"> <li>Kylie meeting with Simone Walker on 18 January 17 to discuss.</li> </ul>
16	Submit Treasury Proposal for new dollars	Wed 1/02/17	Wed 1/02/17	Kylie Jacky	On Track	
17	<b>2017/2018 Budget Approved</b>			Treasury	On Track	
	<b>Project Brief and Governance</b>					
18	Develop Project Governance Structure	Mon 15/08/16	Fri 19/08/16	Kylie Jacky	Complete	
19	Develop Project Board Terms of Reference (TOR)	Thu 27/10/16	Mon 21/11/16	Paul Coe	Complete	
20	Project Board Endorse Terms of Reference (TOR)	Mon 28/11/16	Mon 28/11/16	Project Board	Complete	
21	Develop and Finalise Project Brief	Mon 15/08/16	Fri 03/02/17	Anne Ralph	Delayed	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb 17.</li> <li>Ref: D16/24917</li> </ul>
22	Project Board Endorse Project Brief	Mon 06/02/17	Mon 06/02/17	Project Board	Delayed	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb and change of date of Project Board from</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
					6 Feb to 21 Feb.	
23	Independent Chair Endorse Project Brief	Tue 07/02/17	Tue 07/02/17	Independent Chair	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb and change of date of Project Board from 6 Feb to 21 Feb.</li> </ul>
24	Project Board Endorse Governance Structure	Mon 06/02/17	Mon 06/02/17	Project Board	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb and change of date of Project Board from 6 Feb to 21 Feb.</li> </ul>
25	Submit Project Governance to Minister for approval	Tue 07/02/17	Tue 07/02/17	Kylie Jacky	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb and change of date of Project Board from 6 Feb to 21 Feb.</li> </ul>
26	<b>Project Governance Structure Approved by Minister</b>	Fri 10/02/17	Fri 10/02/17	Minister	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb and change of date of Project Board from 6 Feb to 21 Feb.</li> </ul>
27	Request inclusion on FACS Board Agenda		Ongoing	Kathy Baxter	<b>On Track</b>	Prepare papers for FACS Board at the following project milestones: <ul style="list-style-type: none"> <li>Project Brief Approval</li> <li>Pre implementation</li> <li>During implementation (6 months)</li> <li>Project Closure</li> </ul>
28	Prepare briefings for FACS Board		Ongoing	Project Team	<b>On Track</b>	
<b>Independent Chairperson</b>						
29	Prepare & submit proposal for Independent Chair	Mon 15/08/16	Fri 26/08/16	Kylie Jacky	<b>Complete</b>	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
30	Review Independent Chair Briefing Note	Mon 29/08/16	Fri 2/09/16	Minister	Complete	
31	Independent Chair Briefing Note Approved	Fri 16/09/16	Fri 16/09/16	Minister	Complete	
32	Submit to Public Service Commission	Mon 29/08/16	Mon 29/08/16	Kylie Jacky	Complete	
33	Review by Public Service Commission	Tue 30/08/16	Mon 5/09/16	Public Service Commission	Complete	
34	<b>Public Service Commission Approved</b>	Wed 12/10/16	Wed 12/10/16	Public Service Commission	Complete	
35	Ministers Approval of IC appointment	Wed 12/10/16	Wed 12/10/16	Minister	Complete	
36	Submitted IC appointment to Cabinet	Wed 12/10/16	Wed 12/10/16	Kylie Jacky	Complete	
37	Cabinet Table IC Appointment for Approval	Thu 27/10/16	Thu 27/10/16	Cabinet	Complete	
38	<b>Cabinet Approved</b>	Thu 27/10/16	Thu 27/10/16	Cabinet	Complete	
39	Submit BN including proposed roles and responsibilities of Independent Chair to Minister in preparation for meeting with Independent Chair	Mon 12/12/16	Mon 12/12/16	Kylie Jacky	Complete	
40	Consult with Independent Chair on draft roles and responsibilities of Independent Chair	Mon 16/12/16	Wed 21/12/16	Kylie Jacky	Complete	<ul style="list-style-type: none"> <li>Meeting with Independent Chair, Kate and Kylie to take place on 21 December 2016.</li> </ul>
41	Minister meets with Independent Chair to	Fri 16/12/16	Fri 16/12/16	Minister	Complete	<ul style="list-style-type: none"> <li>Minister met with Independent Chair. Roles and Responsibilities have not been formally agreed</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

	KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
	discuss roles and responsibilities					to.
42	Recommend roles and responsibilities of Independent Chair	Mon 19/12/16	Fri 13/01/17	Project Team	Complete	
43	<b>Minister Approves Independent Chair roles and responsibilities</b>	Fri 23/12/16	Tue 31/01/17	Minister	Delayed	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to commencement date of Independent Chair being 6 Feb.</li> </ul>
44	Draft key Communication messaging for staff prior to public announcement of Independent Chair	Wed 7/12/16	Mon 19/12/16	Comms and Project Team	Complete	<ul style="list-style-type: none"> <li>Met with Clare Gunning and Susan Walsh Dec 16.</li> <li>Email to be sent to District Directors formally advising of the Review post Daily Telegraph announcement on 17 December 2016.</li> </ul>
45	Independent Chair Appointment Announced by Minister	Mon 9/01/17	Mon 9/01/17	Minister/Comms	Complete	<ul style="list-style-type: none"> <li>Announcement has been drafted.</li> <li>Media Unit unsure of release date for announcement as at 12 Dec 16.</li> <li>Contact - Joe Sumegi   Manager – Media Ministerial and Communication Services T 02 9716 2867   M [REDACTED]</li> <li><i>Review and Independent Chair announced in the Daily Telegraph on 17 December 2016.</i></li> <li>Met with Susan Walsh and Clare Gunning 19 December 16. Comms will draft holding statements for Independent Chair.</li> </ul>
46	<b>Independent Chair Commenced</b>	Wed 06/02/17	Wed 06/02/17	Independent Chair	On Track	<ul style="list-style-type: none"> <li>Professor Davis confirmed start date.</li> </ul>
	<b>Advisory Committee</b>					

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
47	Develop draft Advisory Committee Terms of Reference (TOR)	Tue 4/10/16	Mon 28/11/16	Paul Coe	Completed	
48	Develop draft Advisory Committee Appointment & Application Process	Mon 5/12/16	Fri 09/12/16	Paul Coe	Complete	<ul style="list-style-type: none"> <li>Three options submitted to Minister in BN on 9 December 16</li> </ul>
49	Independent Chair endorsement of TOR	Mon 16/12/16	Fri 13/01/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>Meeting with Independent Chair, Kate and Kylie to take place on 21 December 2016.</li> <li>Consulted with Independent Chair however no decision determined.</li> </ul>
50	Independent Chair endorsement of Advisory Committee appointment process	Mon 5/12/16	Fri 13/01/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>Meeting with Independent Chair, Kate and Kylie to take place on 21 December 2016.</li> <li>Consulted with Independent Chair however no decision determined.</li> </ul>
51	Submit to the Minister for approval of TOR and appointment process	Tue 7/02/17	Tue 7/02/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>Dependent on Independent Chair and Minister</li> </ul>
52	<b>Advisory Committee TOR and Appointment Process Approved by Minister</b>	Mon 16/01/17	Fri 20/01/17	Minister	Delayed	<ul style="list-style-type: none"> <li>Activity dependent on Ministers decision</li> </ul>
53	Advertise seeking applications for appointment to Advisory Committee	Mon 23/01/17	Fri 27/01/17	Project Team	Delayed	<ul style="list-style-type: none"> <li>Dependent on Independent Chair and Minister</li> </ul>
54	Receive applications - gather documents/work with children/Police checks & validate	Mon 30/01/17	Fri 10/02/17	Kathy Baxter	Delayed	<ul style="list-style-type: none"> <li>Dependent on Independent Chair and Minister</li> </ul>
55	Submit to Minister for approval of Advisory Committee appointment	Mon 13/02/17	Mon 13/02/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>Dependent on Independent Chair and Minister</li> </ul>



## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
56	<b>Advisory Committee Appointment Approved by Minister</b>	Tue 14/02/17	Fri 17/02/17	Minister	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
57	Submit to Cabinet for approval of appointment of the Advisory Committee members	Mon 20/02/17	Tue 21/02/17	Kylie Jacky	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
58	Advisory Committee Appointment Approved by Cabinet	Thu 02/03/17	Thu 02/03/17	Cabinet		Cabinet Meeting dates are: <ul style="list-style-type: none"> <li>• 2 Feb 2017</li> <li>• 9 Feb 2017</li> <li>• 16 Feb 2017</li> <li>• 23 Feb 2017</li> <li>• 2 March 2017</li> <li>• 9 March 2017</li> <li>• 16 March 2017</li> <li>• 23 March 2017</li> </ul>
59	Schedule Advisory Committee Meetings	Mon 13/02/17	Mon 13/02/17	Kathy Baxter/Independent Chair Admin	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
60	Formal Offers made to Advisory Committee Members	Fri 03/02/17	Mon 06/02/17	Kylie Jacky	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
61	Formal Acceptance of Advisory Committee Positions received	Fri 10/03/17	Fri 10/03/17	Kylie Jacky	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
62	Set up Remuneration for Advisory Committee Members	Fri 10/03/17	Fri 10/03/17	Kylie Jacky	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
63	<b>Advisory Committee Established and Operational</b>	Mon 13/03/17	Mon 13/03/17		<b>Delayed</b>	<ul style="list-style-type: none"> <li>• Dependent on Independent Chair and Minister</li> </ul>
<b>Project Reference Group</b>						

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
64	Develop draft Reference Group TOR	Mon 28/11/16	Fri 16/12/16	Anne Ralph	<b>Complete</b>	
65	Schedule Reference Group Meetings	Wed 14/12/16	Ongoing	Kathy Baxter	<b>On Track</b>	
66	TOR Approved	Mon 19/12/16	Fri 23/12/16	Kylie Jacky	<b>Complete</b>	
67	Identify Reference Group knowledge requirements and seek nominations	Mon 19/12/16	Fri 23/12/16	Anne Ralph	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• A list of members has been identified and drafted.</li> <li>• Formal notice and request for membership to the reference group is reliant on Independent Chair and Minister determining a TOR.</li> </ul>
68	Confirm Reference Group Membership	Mon 09/01/17	Mon 30/01/17	Anne Ralph	<b>Delayed</b>	<ul style="list-style-type: none"> <li>• A list of members has been drafted. Formal notice and request for membership to the reference group is reliant on Independent Chair and Minister determining a TOR.</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
<b>PROJECT PLANNING</b>						
<b>Determine Target Group and Review Cohort</b>						
69	Consider Lessons Learnt - Task 1000 & other reviews	Mon 15/08/16	Fri 27/01/17	Project Team	On Track	
70	Identify & document options for consideration (impacts/risks/benefits/cost/time)	Mon 12/09/16	Fri 16/09/16	Kylie Jacky	Complete	
71	Develop High-level Timeline	Fri 16/09/16	Fri 16/09/16	Kylie Jacky	Complete	
72	Present Approach Option Recommendations for review	Mon 19/09/16	Mon 19/09/16	Kylie Jacky	Complete	
73	Identify Approach Option Costing - Call Centre/Development/Review Implementation/Resources	Tue 20/09/16	Wed 19/10/16	Kylie Jacky	Complete	
74	Present Approach Option Costing to determine Target Group with Secretary	Thu 27/10/16	Thu 27/10/16	Kylie Jacky	Complete	
75	Response from Ministers/Secretary - agreement on Target Group	Thu 27/10/16	Thu 27/10/16	Secretary	Complete	
76	<b>Target Group Approach Approved</b>	Thu 27/10/16	Thu 27/10/16	Secretary	Complete	
77	Define & document Point in Time Cohort criteria & parameters	Mon 15/08/16	Thu 18/08/16	Jim Conaty	Complete	
78	Present Point in Time Cohort Criteria &	Fri 19/08/16	Thu 25/08/16	Jim Conaty	Complete	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
parameters for endorsed						
79	Run Report - (CYP Jul15 - Jun16)	Thu 25/08/16	Fri 26/08/16	Jim Conaty	Complete	
<b>Point in Time Data Validation</b>						
80	District 1 - Central Coast (70)	Tue 30/08/16	Tue 6/09/16	Jim Conaty	Complete	
81	District 2 - Far West (14)	Wed 21/09/16	Wed 21/09/16	Jim Conaty	Complete	
82	District 3 - Hunter New England (266)	Mon 12/09/16	Wed 21/09/16	Jim Conaty	Complete	
83	District 4 - Illawarra Shoalhaven (83)	Wed 21/09/16	Thu 22/09/16	Jim Conaty	Complete	
84	District 5 - Mid North Coast (54)	Fri 23/09/16	Fri 23/09/16	Jim Conaty	Complete	
85	District 6 - Murrumbidgee (49)	Fri 23/09/16	Tue 27/09/16	Jim Conaty	Complete	
86	District 7 - Nepean Blue Mountains (84)	Mon 5/09/16	Mon 5/09/16	Jim Conaty	Complete	
87	District 13 - Northern NSW (57)	Wed 28/09/16	Wed 28/09/16	Jim Conaty	Complete	
88	District 9 - Northern Sydney (5)	Wed 28/09/16	Wed 28/09/16	Jim Conaty	Complete	
89	District 10 - South Eastern Sydney (43)	Wed 28/09/16	Thu 29/09/16	Jim Conaty	Complete	
90	District 11 - South Western Sydney (57)	Tue 4/10/16	Wed 5/10/16	Jim Conaty	Complete	
91	District 12 - Southern NSW (52)	Wed 5/10/16	Thu 13/10/16	Jim Conaty Paul Coe	Complete	
92	District 16 - State-wide Services (4)	Mon 24/10/16	Mon 24/10/16	Jim Conaty	Complete	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
93	District 8 - Sydney (41)	Mon 24/10/16	Wed 26/10/16	Jim Conaty	Complete	
94	District 14 - Western NSW (151)	Tue 4/10/16	Fri 28/10/16	Jim Conaty Paul Coe	Complete	
95	District 15 - Western Sydney (118)	Fri 9/09/16	Mon 12/09/16	Jim Conaty	Complete	
96	Point in Time Data Validation Complete	Fri 28/10/16	Fri 28/10/16	Jim Conaty Paul Coe	Complete	
97	Secured Records - access and validation	Mon 7/11/16	Fri 16/12/16	Jim Conaty Paul Coe	Complete	
98	Final Review of Point in Time Cohort	Mon 28/11/16	Fri 16/12/16	Jim Conaty Paul Coe, Kylie Jacky	Complete	
99	Document Point in Time baseline data measures	Mon 28/11/16	Ongoing	Jim Conaty Paul Coe	On Track	
100	Finalise Point in Time Group	Fri 16/12/16	Ongoing	Jim Conaty Paul Coe	On Track	
<b>Project Objective &amp; Scope</b>						
101	Define Project Scope - Objectives & Outcomes	Thu 1/09/16	Mon 16/01/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>• First draft provided to Project Board at Meeting on 28 Nov 2016. Project Board feedback - further work required to develop objectives and outcomes.</li> <li>• Meeting with FACSAR (Jessica Stewart, Mary Osborn and Marina Paxman) on 19 Dec 16 to discuss further development.</li> <li>• FACSAR to facilitate workshop on 16 January 17 with project team.</li> <li>• Meeting with FACSAR and project Team scheduled for 1 Feb 17 to finalise.</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
102	Presented Project Scope - Objectives & Outcomes to Kate Alexander	Tue 17/01/17	Fri 20/01/17	Kylie Jacky	Delayed	
103	Presented Project Scope - Objectives & Outcomes to Independent Chair.	Tue 17/01/17	Fri 20/01/17	Kylie Jacky	Delayed	
104	Present Project Scope - Objective & Outcomes to Project Board	Mon 28/11/16	Mon 06/02/17	Kylie Jacky	Delayed	<ul style="list-style-type: none"> <li>Presented first draft to Project Board Meeting on 28 Nov 16.</li> <li>Amended draft to be provided following workshop with FACSAR.</li> <li>Dependent on meeting with FACSAR on 1 Feb 17.</li> <li>Endorsement will be delayed due to change of date of Project Board from 6 Feb to 21 Feb</li> </ul>
105	<b>Project Scope &amp; Target Group Approach Endorsed by Project Board</b>	Mon 06/02/17	Mon 06/02/17	Project Board	Delayed	<ul style="list-style-type: none"> <li>Endorsement will be delayed due to change of date of Project Board from 6 Feb to 21 Feb</li> </ul>
<b>Impact Assessment- Organisational &amp; Stakeholders</b>						
106	Develop Stakeholder Impact Assessment	Tue 27/09/16	Mon 3/10/16	Camille Hanley	Complete	
107	Review and provide feedback of Stakeholder Impact Assessment	Tue 4/10/16	Fri 20/01/17	Camille Hanley	On Track	
108	Finalise Stakeholder Impact Assessment to present to Project Board	Mon 30/01/17	Mon 30/01/17	Camille Hanley	On Track	
109	<b>Stakeholder Impact Assessment Endorsed by Project Board</b>	Mon 06/2/17	Mon 06/2/17	Project Board	On Track	



## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
<b>Change and Communications Strategy</b>						
110	Draft change & Communication Strategy	Mon 09/01/17	Mon 30/01/17	Camille Hanley	<b>On Track</b>	<ul style="list-style-type: none"> <li>Contact: Susan Walsh   Manager Marketing and Communications Ministerial and Communication Services P (02) 8753 9178 M [REDACTED] (On leave till Feb)</li> <li>Contact: Christopher Isouard while Susan on leave (back 11 Jan)</li> <li>Copy Justine Garcia De Heer into any corro while Susan on leave.</li> </ul>
111	Draft Change Calendar (Change Activity Summary)	Fri 04/11/16	Fri 04/11/16	Margot Roberts	<b>Complete</b>	<ul style="list-style-type: none"> <li>To be revisited after Project Board Approval</li> </ul>
112	Distribute Change & Communication Strategy for review and endorsement - Project Board	Mon 30/01/17	Mon 30/01/17	Camille Hanley	<b>On Track</b>	
113	Finalise Change Calendar (Change Activity Summary)	Mon 30/01/17	Mon 30/01/17	Camille Hanley	<b>On Track</b>	
114	<b>Change &amp; Communication Strategy Approved</b>	Mon 06/02/17	Mon 06/02/17	Project Board	<b>On Track</b>	
115	DCS OPS Forums	Tue 13/09/16	Ongoing	Kylie Jacky	<b>On Track</b>	Meetings attended: <ul style="list-style-type: none"> <li>13 September 2016</li> <li>11 October 2016</li> <li>8 November 2016</li> <li>13 December 2016</li> </ul>
<b>Ministers Final Report Requirements and Development</b>						
116	Determine Final Report Requirements -	Mon 16/12/16	Fri 03/02/17	Independent Chair	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Ministers office leading in consultation with Independent Chair however likely to be delayed</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
data/information criteria/TOR/Format					<ul style="list-style-type: none"> <li>with the commencement date of Independent Chair being 6 Feb 17.</li> <li>Director to receive updates from Minister Office.</li> </ul>	
117 <b>Ministers Final Report Requirements Approved</b>	Mon 06/02/17	Fri 10/02/17	Minister/ Independent Chair	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Ministers office leading in consultation with Independent Chair however likely to be delayed with the commencement date of Independent Chair being 6 Feb 17.</li> <li>Director to receive updates from Minister Office.</li> </ul>	
<b>Review Tool Requirements and Development – Monitoring and Tracking</b>						
118	Determine: <ul style="list-style-type: none"> <li>review questions</li> <li>review tool requirements</li> <li>data capture requirements</li> </ul>	Mon 09/01/17	Fri 27/01/17	Paul Coe/ Jim Conaty	<b>On Track</b>	
119	Determine support & escalation process/ Business Rules about entering data	Mon 23/01/17	Fri 27/01/17	Paul Coe/ Jim Conaty/IT	<b>On Track</b>	
120	Procure/Develop Review Tool	Mon 30/01/17	Fri 24/02/17	Paul Coe/ Jim Conaty/IT	<b>On Track</b>	
121	Test Review Tool and data capture application and processes	Mon 27/02/17	Fri 03/03/17	Paul Coe/ Jim Conaty/IT	<b>On Track</b>	
122	<b>Review Tool and Data Capture Requirements Development Complete</b>	Mon 06/03/17	Mon 06/03/17		<b>On Track</b>	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
<b>IMPLEMENTATION PREPARATION</b>						
<b>Implementation Approach</b>						
123	Draft Implementation Approach options (stages/groups/locations)	Mon 23/01/17	Fri 03/02/17	Anne Ralph	<b>Complete</b>	<ul style="list-style-type: none"> <li>Ref: D16/119430</li> </ul>
124	Prepare submission seeking Ethics Approval	Mon 23/01/17	Fri 03/02/17	Anne Ralph	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Where to seek ethics approval to be determined – AHMRC, UNSW (discuss with Independent Chair at meeting on 21 Dec 16)</li> <li>Sought copies of ethics approval from APU (Bianca Jarrett).</li> <li>Ethics Committee Meets:               <ul style="list-style-type: none"> <li>➤ 3 April 2017 (closing date for applications 20 March 17)</li> <li>➤ 5 June 2017 (closing date 22 May 17)</li> </ul> </li> </ul> <p><a href="#">AHMRC Ethics Committee</a></p> <ul style="list-style-type: none"> <li>Will be delayed due to the commencement date on Chairperson being 6 Feb 17. Will require final questions, consent forms and other resources for the project to be submitted with the application</li> </ul>
125	Liaise with Districts to identify District Panel Mechanisms	Mon 14/12/16	Fri 24/02/17	Jim Conaty	<b>On Track</b>	<ul style="list-style-type: none"> <li>Email sent to Districts requesting local Panel mechanisms late Dec 16. Responses due week ending 27 Jan 17.</li> </ul>
126	Develop Rollout Schedule	Mon 30/01/17	Fri 03/02/17	Paul Coe Jim Conaty	<b>Delayed</b>	<ul style="list-style-type: none"> <li>Delayed pending commencement of Independent Chair and agreement with Minister on TOR.</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE	
127	<b>Implementation Approach and Ethics Approved</b>			<b>On Track</b>	<ul style="list-style-type: none"> <li>Ethics approval timeframes to be determined</li> </ul>	
<b>Case Review Team - (Possibly Insert Specialist Caseworkers/Aboriginal Practice Leaders Team - dependent on Treasury bid)</b>						
128	Determine number of resources required	Mon 23/01/17	Fri 03/02/17	Project Team	<b>On Track</b>	<ul style="list-style-type: none"> <li>Budgeted for 15 reviewers however planning for 16.</li> </ul>
129	Define roles & responsibilities, scope & deliverables	Mon 23/01/17	Fri 03/02/17	Paul Coe Jim Conaty	<b>On Track</b>	
130	Define triage procedures and process - escalation & support	Mon 23/01/17	Fri 03/02/17	Paul Coe Jim Conaty	<b>On Track</b>	
131	Define engagement with BAU procedures and process	Mon 23/01/17	Fri 03/02/17	Paul Coe Jim Conaty	<b>On Track</b>	
132	<b>Review &amp; Support Team Process &amp; Procedures Approved</b>	Mon 06/02/17	Tue 07/02/17	Kylie Jacky	<b>On Track</b>	
<b>Resource Procurement – Case Review Team - (Possibly Insert Specialist Caseworkers/Aboriginal Practice Leaders Team - dependent on Treasury bid)</b>						
133	Identify resource source (independent and/or internal)	Mon 30/01/17	Fri 03/02/17	Paul Coe	<b>On Track</b>	
134	Procure Resources - Job description, advertise positions/interview & accept position	Mon 06/02/17	Fri 24/03/17	Paul Coe	<b>On Track</b>	
135	Determine and agree on office space for first rollout.	Mon 06/02/17	Fri 17/02/17	Admin	<b>On Track</b>	
136	Determine/order phone/computer	Mon 06/02/17	Fri 17/02/17	Admin	<b>On Track</b>	

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
requirements					
137	Organise login access	Mon 27/03/17	Mon 31/03/17	Admin	On Track
138	<b>Review Team Resource Procurement Complete</b>	Fri 31/03/17	Fri 31/03/17	Project Team	On Track
<b>Training – Case Review Team</b>					
139	Identify training needs	Mon 27/02/17	Fri 03/03/17	Paul Coe Jim Conaty	On Track
140	Prepare briefing/training	Fri 06/03/17	Fri 24/03/17	Paul Coe Jim Conaty	On Track
141	Conduct briefing/training	Mon 03/04/17	Fri 07/04/17	Paul Coe Jim Conaty	On Track
142	<b>Case Review Team Training Complete</b>	Fri 07/04/17	Fri 07/04/17	Paul Coe Jim Conaty	On Track

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
<b>IMPLEMENTATION</b>					
<b>Review Rollout 1</b>					
<b>Schedule Review Rollout District 1: Central Coast (70 children) (36 sibling groups)</b>					
District Comms/ Engagement - Conduct District Briefings	Mon 27/03/17	Fri 31/03/17	Project Team Independent Chair		<ul style="list-style-type: none"> <li>• 1 week?</li> </ul>
Confirm office space and accommodation requirements with District	Mon 27/03/17	Fri 31/03/17	Project Team		<ul style="list-style-type: none"> <li>• 1 week?</li> </ul>
Liaise with Districts to confirm District Panel Mechanism	Mon 27/03/17	Fri 31/03/17	Project Team		<ul style="list-style-type: none"> <li>• 1 week?</li> </ul>
Family/Community/NGO Engagement Conduct Briefings	Mon 27/03/17	Fri 31/03/17	Project Team Independent Chair		<ul style="list-style-type: none"> <li>• 1 week?</li> </ul>
Conduct Reviews District 1: Central Coast  Includes: Interviews, analysis, findings, recommendations	Mon 10/04/17	Fri 12/05/16 (30 of the sibling groups completed by this date to review processes)  (6 more sibling groups to be reviewed over following 5	Case Review Team		<ul style="list-style-type: none"> <li>• 2 sibling groups per reviewer in 5 week period</li> <li>• 15 reviewers??</li> </ul>

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
		weeks)			
Determine and agree on office space and accommodation requirements with next Review District – Central Coast			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		<ul style="list-style-type: none"> <li>Will be ongoing as action plans completed</li> </ul>
District Panel Meet –Action Plans Adopted			Districts		<ul style="list-style-type: none"> <li>1 week (dependent on when panel is available to meet)?</li> </ul>
Record and Analyse Review Results and Findings  <b>Prepare Gate Review Rollout 1 Summary &amp; Recommendations Report</b>			Project Team		<p>1 Week?</p> <p>Gate Reviews throughout implementation will:</p> <ul style="list-style-type: none"> <li>Provide continuous learning's</li> <li>Comms feedback</li> <li>Good/bad stories</li> <li>Key themes, system themes</li> <li>District thankyou's to children and families</li> <li>Case reviewers debrief (in Sydney)</li> <li>District already reviewed meets with District about to be reviewed – share learning's/ask questions etc.</li> </ul>
Provide collated info/data to Independent Chair			Project Team		<ul style="list-style-type: none"> <li>1 day</li> </ul>
Agree and Implement Recommendations/ changes to review process/application/engagement			Project Team		<ul style="list-style-type: none"> <li>1 week – Dependent on scope of any changes required.</li> </ul>
<b>Review Rollout 2</b>					

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
<b>Schedule Review Rollout District 2 - Far West (14 children) (6 sibling groups)</b>					
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with District			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 2: Far West  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Hunter New England			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		



## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 2 Completed</b>					
<b>Schedule Review Rollout District 3 - Hunter New England  (266 children) (133 sibling groups)</b>			Case Review Team		
Confirm office space and accommodation requirements with District			Project Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 3: Hunter New England  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
requirements with next Review District – Illawarra Shoalhaven					
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 3 Completed</b>					
<b>Schedule Review Rollout District 4 - Illawarra Shoalhaven (83 children) (49 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Conduct Reviews District 4: Illawarra Shoalhaven  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Mid North Coast			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Schedule Review Rollout District 5 - Mid North Coast  (54 children) (33 sibling groups)</b>			Case Review Team		142
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 5 - Mid North Coast  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Murrumbidgee			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 4 &amp; 5</b>					
<b>Schedule Review Rollout District 6 – Murrumbidgee (55 children) (34 sibling groups)</b>			Case Review Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 6 - Murrumbidgee  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Nepean Blue Mountains			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
<b>Schedule Review Rollout District 7 - Nepean Blue Mountains  (84 children)  (48 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 7 – Nepean Blue Mountains  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Sydney			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 6 &amp; 7</b>					
<b>Schedule Review Rollout District 8 - Sydney (41 children) (34 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 8 – Sydney  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
accommodation requirements with next Review District – Northern Sydney					
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Schedule Review Rollout District 9 - Northern Sydney</b> <b>(5 children)</b> <b>(3 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 9 – Northern			Case Review Team		



## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Sydney  Includes: Interviews, analysis, findings, recommendations					
Determine and agree on office space and accommodation requirements with next Review District – South Eastern Sydney			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Schedule Review Rollout District 10 - South Eastern Sydney (43 children) (34 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel			Project Team Independent Chair		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Mechanism					
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 10 – South Eastern Sydney  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – South Western Sydney			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 8, 9 &amp; 10</b>					
<b>Schedule Review Rollout District 11 - South Western Sydney (85 children) (57 sibling groups)</b>			Case Review Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 11 – South Western Sydney  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Southern			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
<b>Schedule Review Rollout District 12 - Southern NSW  (52 children)  (25 sibling groups)</b>			Case Review Team		139
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
L Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 12 –Southern  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Northern NSW			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 11 &amp; 12</b>					
<b>Schedule Review Rollout District 13 - Northern NSW  (57 children) (34 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 13 –Northern NSW  Includes: Interviews, analysis, findings, recommendations			Case Review Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Determine and agree on office space and accommodation requirements with next Review District – Western NSW			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Schedule Review Rollout District 14 - Western NSW (136 children) (72 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
Conduct Reviews District 14 – Western NSW  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Western Sydney			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 13 &amp; 14</b>					
<b>Schedule Review Rollout District 15 - Western Sydney  (113 children)  (61 sibling groups)</b>			Case Review Team		
District Comms/ Engagement - Conduct District Briefings			Project Team Independent Chair		
Confirm office space and accommodation			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
requirements with Districts					
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 15 – Western Sydney  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Determine and agree on office space and accommodation requirements with next Review District – Statewide Services			Project Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Schedule Review Rollout 16 - State-wide Services (4)</b>					
District Comms/ Engagement - Conduct			Project Team Independent Chair		



## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
District Briefings					
Determine office space and accommodation requirements with Districts			Project Team		
Liaise with Districts to confirm District Panel Mechanism			Project Team Independent Chair		
Family/Community/NGO Engagement Conduct Briefings			Project Team Independent Chair		
Conduct Reviews District 16 – Statewide Services  Includes: Interviews, analysis, findings, recommendations			Case Review Team		
Action Plan sent to (or uploaded into portal) Districts and Project Team			Case Review Team		
District Panel Meet –Action Plans Adopted			Districts		
Analyse Review Results			Project Team		
Provide collated info/data to Independent Chair			Project Team		
<b>Gate Review District 15 &amp; 16</b>			Project Team		
<b>Case Reviews Finalised</b>			Project Team		
Document & Analyse Reviews			Project Team		

## Project Plan Schedule – Review of Aboriginal Children and Young People in OOHC Project

KEY ACTIVITY	START DATE	END DATE	RESPONSIBILITY	STATUS	COMMENT / ISSUE
<b>Review results and findings completed</b>					
<b>Individual Case Activity - Action Plan Progress</b>					
Provide Action Plans status/progress results			Districts		
Collate Status/Progress Updates			Project Team		
Provide updates to Independent Chair			Project Team		
<b>Data Collation - Ministers Report Input</b>					
Provide collated data to Independent Chair			Project Team		
Prepare Report for Minister			Independent Chair		
<b>Ministers Report Completed</b>					

## Hayley Croft

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**From:** Kathy Baxter  
**Sent:** Friday, 10 November 2017 4:38 PM  
**To:** Braiden Abala; Camille Manley; Alannah Ball; Paul Coe; Lindsey Feltham (FACS)  
**Subject:** Action Items from Team Meeting 8/11

Hi All,

Apologies for not formatting properly but my notes show the discussed Action Items as:

- **Paul** to assist Merran from FACSAR with access to the Review Tool
- **Kathy** to schedule next team meeting and Burwood. To include run through of Allocations List plus afternoon tea for Reviewers. Kate to also be invited if possible.
- **Paul** to prepare a 1 pager for the EDDS meeting on 17/11
- **Paul** to suggest NGOs for Braiden to meet with during visit to Hunter
- **Kathy** to follow up on EAPs Representative for meeting on 24/11
- **Kathy** to confirm location for GMAR meeting on 30/11

Please let me know if I've missed anything.

Kind Regards

**Kathy Baxter** | Assistant Project Officer  
Aboriginal Care Review Team | Office of the Senior Practitioner  
Department of Family & Community Services  
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E [kathy.baxter@facs.nsw.gov.au](mailto:kathy.baxter@facs.nsw.gov.au)  
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A Level 4, 4-6 Cavill Ave, Ashfield NSW 2131  
**Work Days:** Wed, Thurs, Fri



**Sensitive**

**Briefing for Minister Goward: for information**

Programs and Service Design  
Office of the Senior Practitioner  
EAP17/864 (EMN17/793)

## Review of Aboriginal Children in Out-of-Home Care

**Topic** Meeting with Minister Goward to progress the Review of Aboriginal Children and Young People in Out-of-Home Care (OOHC) project.

**Analysis** Professor Megan Davis has been appointed as the Independent Chairperson of the Review. FACS is waiting on Professor Davis to determine a terms of reference and appointment to the advisory committee.

**To note by** 7 February 2017, ahead of meetings scheduled for 8 February 2017 about the review.

Minister's signature

Date

8/2/17

**Recommendation:** for information only

### Key issues

The completion of terms of reference and appointment of the advisory committee will ensure the commencement of case reviews prior to the end of this financial year. Professor Davies is to prepare terms of reference for the Minister's approval. It is important that FACS doesn't develop these, to help build trust and confidence with Aboriginal stakeholders in the project. Professor Davies has met with project staff and the Executive Director, Office of the Senior Practitioner where it was agreed that Professor Davies would draft terms of reference.

On 26 May 2016, the former Minister for Family and Community Services made a commitment at the Our Kids Our Way: Hearing the Voices of Aboriginal people forum to review the cases of all Aboriginal children who had entered care in the previous year.

The Review is of upmost priority to FACS as Aboriginal children are entering care at an increasingly higher rate and have even poorer outcomes than all other children in OOHC in NSW.

Over the previous two years the Office of the Senior Practitioner has reviewed the circumstances of almost 100 Aboriginal children and has consistently found strong themes of poor practice including:

- Lack of understanding and application of the Aboriginal Child Placement Principles.
- Poor engagement with Aboriginal families.
- Lack of understanding of the importance of culture for children.

Key to the review findings were the engagement and conversations with parents and families, as their stories and information were not captured in our practice. What is encouraging is that a majority of reviews have resulted in positive outcomes including children returning home to their families. The work the Office of the Senior Practitioner has already undertaken provides a solid foundation for such a large scale review as this one.

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### Briefing for Minister Goward: for information

The Review of Aboriginal Children and Young People in OOHC project will contribute to the NSW Government's *Their Futures Matter: A new approach* reforms.

Leadership and oversight of Aboriginal people is central to acknowledge the need for transparency that will aim to build trust and confidence with Aboriginal people and communities. This is critical given this year marks the 20th anniversary of the Bringing Them Home report.

### Project Status

Professor Davis has been appointed by Cabinet as the Independent Chairperson to oversee the Review of Aboriginal Children and Young People in OOHC project. Professor Davis will also lead an advisory committee, comprised of Aboriginal people, to assist her and to inform the report she will deliver to the Minister.

### Consideration for a Terms of Reference

The Review of Aboriginal Children and Young People in OOHC project will:

- Have broader benefits for all Aboriginal children in OOHC by taking a dedicated look into the broader systemic issues for Aboriginal children and their families, from an Aboriginal perspective, and, more importantly realise outcomes for individual Aboriginal children and their families subject to the case reviews.

For Aboriginal children and young people subject to the case reviews it aims to:

- Increase the number of Aboriginal children that return home to live.
- Ensure Aboriginal children are safe, secure and have a sense of belonging.
- Increase continuous Aboriginal family participation and decision making.
- Ensure Aboriginal children have ongoing connections with their family and cultures.
- Ensure Aboriginal children are healthy and engaged in learning to have bright futures.

The report will provide aggregated findings and results of the Aboriginal children subject to the review, and in addition will consider recommendations to further improve system responses to the overrepresentation of Aboriginal children in OOHC.

The Review of Aboriginal Children and Young People in OOHC project will focus on a large cohort of approximately 1,152 Aboriginal children taken from their families and assumed into statutory care in the 2015/16 period.

The term of the project will be for 18 months (from commencement), given the need to realise and capture outcomes for the children and families subject to the case reviews. This timeframe is based on Victoria's Taskforce 1000 review of 980 children, which took them two years to complete. Ideally the Independent Chairperson should see through all case reviews to inform the final report. This may require negotiation with Professor Davis as she has tentatively signalled a 12 month commitment.

The overarching project methodology to meet project aims and inform the report will likely include gathering data from a range of sources and will be developed collaboratively by Professor Davis and FACS. The key factor of the methodology is the case reviews of the 1,152 children, which is described further in this briefing note in more detail.

### Independent Chairperson's role

The Independent Chairperson's role and responsibilities may be defined but not limited to the following:

- Report directly to the Minister and deliver a final report to the Minister at the conclusion of the project, as aligned to the project's aims and terms of reference.



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### Briefing for Minister Goward: for information

- Lead an advisory committee to ensure a diverse representation of Aboriginal people to support the oversight of the project.
- Engage and consult with Aboriginal people and communities.
- Work closely with FACS to achieve collaborative and effective project (methodology) design, implementation and monitoring (including defining the reporting requirements).
- Receive data on case reviews and source additional information that will address the terms of reference to inform the report.

Professor Davis will be upheld through this process as having authority and persuasive influence. The Independent Chairperson does not hold formal authority under any administrative instrument, including under the *Children and Young Persons (Care and Protection) Act 1998*. The role is a Cabinet appointed role for 12 months (with an option to extend) within the Classification and Remuneration Framework for NSW Government Boards and Committees. Cabinet approved Professor Davies' appointment in October 2016. Professor Davies will be remunerated at \$70,000 per annum in accordance with the approved classification. At this time she has indicated she will commit to a part-time arrangement of two days per week. Professor Davies was selected by the former Minister for Family and Community Services based on a recommendation from Aboriginal Affairs NSW.

### Advisory committee appointments

It is proposed that the advisory committee is made up of 10 members, including the Independent Chairperson, who have the following skills and experience:

- client user experience;
- non-government organisation (NGO) sector; and
- professional (e.g. legal, academic, etc.).

Ideally members should come from various locations across NSW, including regional remote areas.

It is recommended that direct appointment be determined by Professor Davis from the nominations mostly received via the Aboriginal Child and Family Group, due to the need to establish the advisory committee as soon as possible. The advisory committee has Cabinet endorsement for its establishment and will enable members to be remunerated for sitting fees only. Each member will require Minister and Cabinet approval for each appointment, which can be a lengthy process. It is planned that the advisory committee be established by April 2017.

Direct appointment may be contentious as it does not allow Aboriginal people not identified, who may have an interest, to be considered or invited. However, undertaking a process such as an expression of interest will place significant time delays on the project.

The following table provides all nominations received. This information has been shared with Professor Davis.

	Name, Role & Location	Nominated by	Skills & Experience
1.	[REDACTED]	FACS	Client User
2.	Christine Korby, Chief Executive Officer of Walgett Aboriginal Medical Service	FACS	Professional (health sector)
3.	Grandmother's Against Removal x 2, NSW	FACS	Client User
4.	[REDACTED]	AbSec	Professional

Date 7/02/17

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**Sensitive****Briefing for Minister Goward: for information**

	Land Council		(executive consultant)
5.	[REDACTED]	Winanga-Li	NGO sector
6.	[REDACTED]	Aboriginal Legal Service	Professional (legal)
7.	[REDACTED]	Illawarra Aboriginal Corp	NGO sector
8.	[REDACTED]	FACS	NGO sector
9.	Tim Ireland, AbSec, NSW	FACS	NGO sector
10.	NSW Ombudsman	AbSec	Government
11.	[REDACTED]	FACS	NGO Sector
12.	[REDACTED]	Mudjin-gal	NGO Sector

**The Case Review Approach/Process**

It is proposed that Professor Davis and the advisory committee will oversee the case reviews, and receive regular reports from FACS on aggregated data from the reviews at their meetings. Professor Davis is likely to have unrestricted access to the individual case review data as well.

FACS will manage the case reviews and be responsible to provide reports and data as requested by Professor Davis. It will source in external personnel (to FACS) into reviewer roles (approximately 15) and will seek to fill these roles with Aboriginal people. Caseworkers will not be reviewing their own cases.

Key areas for querying, questions and development of any criteria for the case review will be developed by FACS and require endorsement by Professor Davis (and/or advisory committee).

Current high level thinking on the review approach is as follows:

1. Undertake a desk top/file audit of all 1,152 Aboriginal children (or 659 sibling groups).
2. Apply priority criteria to the 1,152 to determine the children we are most concerned for that require a more in-depth review.
3. Undertake an in-depth review of priority cases that will likely involve conversations with caseworkers, children and young people, their families, carers and relevant OOH non government organisations.
4. Individual case review findings, acceptance of and implementation of recommendations for priority cases will be monitored by district panels, made up of FACS, Aboriginal representation and other key agencies (as determined by the districts).

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Briefing for Minister Goward: for information

**Further analysis****Key activities that have occurred**

Date	Action
26 May 2016	Commitment made at the Our Kids our Way: Hearing the Voices of Aboriginal People
August 2016	Establishment of project team in FACS
September 2016	Professor Davis acceptance as Independent Chairperson
October 2016	Cabinet approval of Professor Davis' appointment and establishment of Committee
December 2016	Former Minister announcement of review project and appointment of Professor Davis

**Financial impact**

Resourcing of personnel for Professor Davis is required but not currently included in the project budget. The resources are based on the part-time commitment made by Professor Davis, the large number of case reviews and data that will be derived from this for analysis, and to enable her to have a level of independence from FACS. FACS will prepare in liaison with Professor Davis the estimates for this additional cost once the terms of reference are finalised.

The project budget is currently sourced from the Their Futures Matter reform budget for approximately \$5 million over 2016-2018.

**Risks / contentious issues**

Frustration from Aboriginal stakeholders on the appointment of the advisory committee and delay of the case reviews commencing is a reputational risk. FACS has been waiting on a draft terms of reference and Professor Davis' commencement since late 2016. Professor Davis had taken up a project in September 2016 which finished late November 2016 with the Attorney General in Queensland that delayed her commencement on this project.





# Appointment of Independent Chairperson and Committee

- Topic** Progress appointment of the independent chairperson and establish the new committee to oversee the review of Aboriginal children and young people in care project.
- Analysis** Professor Megan Davis has accepted the Minister's verbal offer to undertake the role of independent chairperson. Details to progress the appointment of Professor Davis and establishment of the committee are included to work to a project announcement in early October 2016.
- Approval by** Minister's Adviser requested urgent turn around.

## Recommendations

1. Approve the proposed classification and remuneration level for the committee.
2. Sign the attached letter and proposal to the Public Service Commissioner.
3. Sign the attached letter of formal offer to Professor Megan Davis.
4. Note the draft points for committee terms of reference.
5. Note the preliminary high level overview of the phase one review approach.
6. Note suggestion for potential media announcement by Minister.

Returned from MO  
23 SEP 2016

Minister's approval

21 SEP 2016

NOTED

Date 21 SEP 2016

21 SEP 2016

## Key reasons

Hon Brad Hazzard MP  
Minister for Family & Community Services  
Minister for Social Housing  
New South Wales

### Proposal for the classification and remuneration level for new committee

The Minister must submit a proposal to the Public Service Commissioner to seek his recommendation on the establishment of a new committee (**Tab A**). This will take up to 10 days. Once the recommendation is received, formal announcement of an independent chairperson and the recruitment of committee members can be undertaken. The Minister then includes the Commissioner's recommendation in the Member appointment documents forwarded to Cabinet.

All new proposed committees are to meet the Classification and Remuneration Framework for NSW Government Boards and Committees, as managed by the Public Service Commission (**TAB B**). It is proposed that the committee be classified as Level C5ii and the remuneration within this classification range are as follows.

- Chairperson remuneration of \$70,000 per annum.
- Member remuneration for daily sitting fees only at \$220 per day (or \$110 half day).

The classification was determined in accordance with the Framework criterion that states, "committees will provide advice to the Minister or government agency which is multi-dimensional in character in relation to communities with long term impact on Government's reputation".

The committee meets the classification of C5ii as it will provide advice to the Minister via the independent chairperson on a review of Aboriginal children and young people who entered out-of-home-care between 1 July 2015 and 30 June 2016 (approximately 1200).

JD.



## Briefing for Minister Hazzard: for approval

Broadly the review will consider issues such as:

- The increase and disproportionate rate of Aboriginal children being removed from their families which is resulting in an over representation of children in OOHC.
- Concern that decision making and supports for Aboriginal children are not inclusive of family and therefore not meeting their cultural connections, identity, health and educational needs.
- Concern that the Aboriginal and Torres Strait Islander Principles of the Care and Protection Act 1998, are not evident in casework practice.

The committee will advise the independent chairperson to provide a final report with findings and recommendations that are expected to cover policy, program and practice areas.

The chairperson's remuneration is based on the expectation that the role will include involvement in endorsing the project scope and implementation approach, have lead independent oversight of the review, report on review findings and recommendations, preside over the committee and attendance at other meetings as required. The chairperson's remuneration will be set in accordance with the final agreed schedule.

Members of the committee are likely to only be required to attend meetings and therefore remuneration is based on a sitting fee rate.

## Appointment of Professor Megan Davis

A letter from the Minister is included (**Tab C**) in order to finalise the offer and acceptance of Professor Davis to the independent chairperson role.

At a recent meeting (15 August) with FACS staff and the Minister's adviser, Professor Davis shared her early thinking and research about her role as the independent chairperson and stakeholder expectations that the review must uphold and be independent from FACS. It is understood that Professor Davis views her role and responsibility as being a key independent factor for the review. She is well placed to uphold her independent responsibilities as she is free of conflicts of interest not having any involvement with this sector. She is a Murri woman from Queensland and therefore does not hold any familial or cultural ties to NSW based Aboriginal nations.

## Proposed committee membership

It's intended that the committee will provide the independent chairperson with rich and informed advice and requires a mix of skills, knowledge and expertise on vulnerable Aboriginal children and families experiences with child protection and OOHC. It is likely that this will take shape by requiring Aboriginal sector, Aboriginal client/user and academic representatives. The committee should include all, if not a majority of, Aboriginal people based in NSW.

To date, AbSec, Aboriginal Legal Service and FACS have provided a draft list of potential members for the committee. This information has been shared with Professor Davis to help inform the make-up of the committee. The list currently includes:

- Grandmothers Against Removal (GMAR)
- [REDACTED]
- Aboriginal Legal Service (NSW/ACT) Limited
- AbSec
- Kari Inc.
- NSW Ombudsman
- Aboriginal Affairs



**Briefing for Minister Hazzard: for approval****Governance and draft points for committee terms of reference**Role of independent chairperson

Discussion to date with Professor Davis indicates that the independent chairperson will broadly oversee, monitor, observe and source information on the review. And will:

- Report directly to the Minister and FACS Board.
- Provide independent leadership to the project ensuring the focus on results for Aboriginal children and families is at the forefront.
- Deliver a final report to the Minister on project findings and recommendations.
- Provide leadership to the advisory committee, including determining its purpose and terms of reference, convene and oversee its meetings, ensure committee performance to provide robust advice and feedback.
- Liaise and work closely with the FACS executive and project team to establish clear parameters for an effective working relationship e.g. meeting project reporting and monitoring needs of the independent chairperson role.
- Invite FACS and other parties to report and present to the committee.

Clear authority of the chairperson for the project will be explored further with Professor Davis.

Points for committee terms of reference

The committee will provide advice and feedback to the independent chairperson to support oversight of the project and formation of findings and recommendations for the final report. The independent chairperson will lead the advisory committee to engage in the monitoring of the project. Broadly the committee will:

- Provide advice and feedback directly to the independent chairperson on progress of the review and development of the final report (findings and recommendations).
- Agree to committee terms of reference (including confidentiality).
- Commit to attend a meeting every two months.

**Preliminary high level overview of phase one approach**

The FACS Office of the Senior Practitioner (OSP) works to promote good practice and inspire, support and review the work of child protection practitioners. A critical element of the project is to undertake a review process that upholds integrity and to also effect immediate change for children and families where it is found this needs to occur. The OSP will manage the project to ensure a robust approach of case reviews, and as equally important, to support caseworkers to improve their practice with Aboriginal children and their families.

The following preliminary components of the project include:

- Result: Reduce the number of Aboriginal children and young people in care.
- Scope: Phase one target group are Aboriginal children and young people across NSW who have been removed from their family in the last year (entered care in 2015-16). This cohort is approximately 1200 (includes 834 final orders of Parental Responsibility to the Minister). A large number of these children belong to sibling groups which will assist with what appears to be a scale challenge.
- External reviewers will be engaged to undertake case reviews. The project will require reporting all case review findings to the independent chairperson. The review will not be a desktop audit/case review only. It will involve speaking with the caseworker/s, children, young people, their family and carers.
- An additional and important aspect of the project is to make improvements for children and young people. Where a case review has been completed and its findings demonstrate the need for improvements and or change, the caseworker will be



**Briefing for Minister Hazzard: for approval**

engaged in a timely manner to make this happen. The independent chairperson and committee will be provided with updates on this.

- It is advised that the review will not be a separate process for caseworkers and will be integrated into district arrangements. For example, where district panels are established, the review will be integrated for local oversight and monitoring of cases. This is intended to provide the best opportunities to maximise learning and integration into casework practice, post project completion.
- The independent chairperson may be involved at the district level to observe cases that are subject to this review (e.g. on some of the panels).

**Further analysis**

FACS has been closely liaising with Professor Davis to brief and provide information and to engage her early views and thinking on the project. The next key steps proposed are:

1. Public Service Commissioner endorse Minister's proposal for the new committee.
2. Announcement of independent chairperson and new advisory committee structure.
3. Independent chairperson and FACS to engage committee members to provide information on the high level details of the project and committee terms of reference.

The Minister is required to submit the Classification and Remuneration proposal (**Tab D**) to the Public Service Commissioner, which will be reviewed and a recommendation provided back to the Minister. This will take up to 10 days. Once the recommendation is received, the Minister then includes the Commissioner's recommendation in the Member appointment documents forwarded to Cabinet.

**Financial impact**

Financial resourcing of the review project, including the independent chairperson and committee will be sourced from the new 'reform' budget.

**Risks / contentious issues**

Not being clear on the independent element of the project to ensure it delivers to Aboriginal stakeholder expectations. A high expectation is held that the review is independently overseen, meaning it will not include FACS. FACS will support an early discussion between independent chairperson and committee to reach common agreement of the meaning of independence and what role, if any, FACS may have in the committee forum.

There will likely be mixed responses and acceptance from Aboriginal stakeholders of independent chairperson. Professor Davis' direct engagement and discussion with stakeholders may help to allay some concerns.

District and caseworkers buy in and cooperation to ensure full participation in the review and to harness lessons into current and future practice. Early engagement in consultations and a key focus will be on change and communication requirements for district and casework staff.

**Background**

The review is a result of the Minister's commitment made at the, "Our Kids Our Way – Hearing the voices of Aboriginal People" forum on 27 May 2016.

**Consultation and communication strategy**

The appointment of Professor Davis provides an opportunity for a media announcement by the Minister. This announcement should take place ideally by early October 2016. Professor Davis has indicated the requirement for her involvement and endorsement on any media activities and has proposed that it be considered to announce the project and her appointment with The Point, hosted by Stan Grant. The FACS Media Unit will liaise directly

**Briefing for Minister Hazzard: for approval**

with the Minister's Media Advisors to ascertain the most appropriate opportunity and media outlets.

The Aboriginal Child and Family Reform Group has been asked to provide any additional stakeholders not already identified for project consultation. This Group includes GMAR, AbSec, Kari and the NSW Aboriginal Education Consultative Group.

**Attachments**

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Tab	Title
A	Proposal for committee classification and remuneration level.
B	Classification and Remuneration Framework for NSW Government Boards and Committees.
C	Letter to Professor Megan Davis.
D	Letter to NSW Public Service Commissioner.

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Briefing for Minister Hazzard: for approval

## Approval

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Role	Electronic approval by	Date
Director	Kylie Jacky	09/09/16
Executive Director, Office of the Senior Practitioner	Kate Alexander – signature on file	09/09/16
Deputy Secretary, Programs and Service Design	Maree Walk	13/09/2016
Secretary	Michael Coutts-Trotter	MCT 14.9.16.

Pages 78 through 88 redacted for the following reasons:

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Not within the scope of the request





## Aboriginal case review process

**Topic** Proposed review of Aboriginal and Torres Strait Islander children and young people who have come into care.

**Analysis** Further to a Ministerial forum on Aboriginal people impacted by the child protection system, a commitment was made to review all cases of Aboriginal children and young people who are in care. A review will commence from 1 September 2016 and will initially focus on those children and young people who have come into care in the last 12 months. The review will have independent oversight and leadership. Suggested aims are to: 1) assess restoration or other permanency pathway options; 2) build workforce capability to better engage with Aboriginal families and communities; and; 3) lead to a reduction in the numbers of Aboriginal children and young people in the care system.

**To note by** 30 June 2016

**Minister's signature**

*Noted.*

*4/7/16*

**Date**

*I don't accept this being a 'desk top' audit in toto!*

*Preferably every case should be reviewed ab initio!*

**Recommendation:** for information only

*But if not practical - then at least 25%*

*Should do an 'ab initio' Review!*

### Key issues

Further to the Minister's Forum held on 27 May 2016, *Our kids our way: Hearing the voices of Aboriginal people*, Minister Hazzard made a commitment to review all cases of Aboriginal children and young people in care (the Review).

The Review will transform the current system of working with Aboriginal families and the community. It will inform implementation of new intensive family preservation places for Aboriginal children and families.

The Review will assess the viability of restoration or other permanency pathway options to assist individual children, young people and their families, as well as make systemic recommendations and influence changes in current practice.

It is intended to have an immediate benefit for children and young people where issues are identified and work will be undertaken towards delivering enhanced case practice and systems change at local and statewide levels.

The Review will commence 1 September 2016. The initial phase will focus on Aboriginal children and young people with Parental Responsibility to the Minister (PRM) within the last 12 months – currently, the cohort size is ~633.

Based on the outcomes from Phase 1, a second review phase will be conducted that includes Aboriginal children and young people with PRM longer than 12 months – this cohort is currently ~3,800.

An independent chair, a highly respected and experienced Aboriginal woman, will lead the review process. Options will be provided to the Minister within the next week for his consideration, ahead of a formal invitation from the Minister.

*MT*



### Briefing for Minister Hazzard: for information

The Review process will have elements that are similar to the Victorian initiative, Taskforce 1000, a collaborative project which started in 2014 between the Department of Health and Human Services (DHHS) and the Commission for Children and Young People. That project sought to improve outcomes for Aboriginal children and young people and to inform future planning by reviewing the current circumstances of the approximately 1000 (at the time) Aboriginal children and young people in out-of-home care (OOHC), and to identify and address the issues associated with their over-representation in care.

A meeting will be set up between the Minister and Andrew Jackomos, the Commissioner for Aboriginal Children in Victoria, to discuss the Victorian experience in more detail. Mr Jackomos has indicated that he is willing to meet with departmental staff to assist in planning for the Review.

The NSW Review could be announced by Minister Hazzard during a Family Finding event which is scheduled with Kevin Campbell (USA trainer) and the non-government organisations for late July/early August or on recommendation from AbSec.

## Further analysis

### Governance arrangements and Review process

Where possible existing governance structures and reporting mechanisms will be used to avoid duplication of effort and to streamline processes. An early draft proposal was previously discussed the Minister (TAB A) and more detail is provided below.

#### 1) Oversight and steering committee

An externally appointed *chairperson* will provide independent leadership of the Review process. Several Aboriginal women have been identified who could potentially fulfil this role, depending on their availability and interest (e.g. [REDACTED] [NSW], [REDACTED] [SA], [REDACTED] [Victoria]).

As noted above, options will be provided to the Minister for his consideration, ahead of a formal invitation from the Minister.

It is proposed that a *Steering Committee* is established as a time limited subgroup of the Aboriginal Child and Family reform group. This group includes representation from key Aboriginal organisations such as Grandmothers Against Removal (GMAR), AbSec and Aboriginal Legal Service. Additional members will be co-opted on to the Steering Committee for the purposes of the Review.

The Steering Committee will have authority over the Review and will be able to determine the various elements of the review process and its implementation.

Broadly, the Steering Committee will: a) oversee the 'desk top' file review/audit of cases; b) oversee the review of cases at district panels (detailed below); c) monitor review processes, case recommendations and case outcomes; and, d) make systemic recommendations.

The external appointee will chair the Steering Committee and report directly to the FACS Board and also independently to the Minister.

Terms of Reference will be drafted for the Steering Committee. Members will be expected to adhere to the FACS Code of Ethical Conduct and, in line with the Code, formal processes will be put in place to manage confidentiality, conflicts of interest and any breaches. A confidentiality agreement will cover access to identifiable case information and obligations under s. 254 of the *Children and Young Persons (Care and Protection) Act 1998* (the Care Act) and the *Privacy and Personal Information Protection Act 1998*.

The external appointee will be expected to provide a final report on Phase 1 to the FACS Board and to the Minister. Secretariat support will be provided by the Project Team.



**Briefing for Minister Hazzard: for information**

A team of primarily external (to FACS) reviewers will be recruited specifically for the purposes of a file review/audit. Most of these staff will be external to the agency to ensure that there is a high level of objectivity to the audit process. The reviewers will prepare cases for discussion at district panels (see below) and which may be reviewed by the Steering Committee.

**2) FACS Project Team**

The Office of the Senior Practitioner (OSP) will coordinate the review process, assist with file reviews/audits, monitoring and practice development, as well as provide administrative support for the Chair and Steering Committee.

The project team within the OSP will assist with the administrative management of the review process. The internal FACS project team will consist of a Project Manager (executive level), staff from OSP and FACS Aboriginal Policy Unit and a change/communication manager. The work and composition of the project team will be guided by the Chair and the Steering Committee.

Kevin Campbell will also be retained to work with the project team and OSP Practice Support. Kevin is an Expert Consultant/Trainer and author of the Family Finding Model (further detail on the model provided in Background section).

**3) Cluster Teams and district panels**

The OSP Directors Practice Support will help to coordinate and support the local audit and review processes across each Cluster. External case reviewers will be recruited through an Expression of Interest and will conduct independent 'desk top' file reviews using a standard case review template. Together with the Directors Practice Support, they will liaise with || District Directors and assist in prioritising cases for the district panel.

Based on the file review, where concerns are identified regarding the current placement, permanency options or the manner in which placements were made, cases will be referred to district panels for review and recommendations.

|| Composition of these district panels, as well as the review, reporting and monitoring processes, are yet to be finalised. Further consultation will occur with the Review Chair (when appointed), Steering Committee, FACS project team leader and District Directors.

Districts will be responsible for implementing the panel's case recommendations or any case recommendations arising from the Steering Committee. FACS Practice Support and Casework Specialists will work closely with casework staff to build the workforce capability around practice.

As noted previously, case reviews (desk top file reviews and district panels) and recommendations will be governed by the Steering Committee and implementation of any recommendations also will be monitored by the Steering Committee.

**Financial impact**

Resourcing will be required for review staff (15; teams of 5 per cluster) and the head office project lead and project support staff (5). (2 Aboriginal staff).

Based on Victoria's experience and the extensive and involved work, it is expected that the Chair will be a full-time position.

Operational costs will cover travel expenses and set up for conducting panels.

Funding for the Review is available from the new 'reform' budget. (\$3.4m in 16/17 + then \$4.2m a year).

**Risks / contentious issues**



**Briefing for Minister Hazzard: for information**

There will be a high expectation within the Aboriginal community about the Review work and outcomes. District and casework staff may feel apprehensive that their practice will be scrutinised and publically criticised. Sensitive and open communication will be essential throughout the Review.

There is likely to be mixed responses to the appointment of the independent chair amongst the Aboriginal community.

The nature of the work, especially for Aboriginal participants (e.g. Steering committee members), is likely to be psychologically demanding and extra supports will be provided to mitigate any trauma or distress.

## Background

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**Forum**

The “*Our Kids Our Way – Hearing the voices of Aboriginal people*” forum on 27 May 2016 heard from young people who had been in the child protection system as well as carers, caseworkers and parents who had children removed. Common among the stories on the day were calls for improved communication between the department and parents, and also with the children and young people. Feedback provided by participants at the forum is being collated and evaluated by the FACS Aboriginal Policy Unit. It will form the basis of a report and recommendations on what actions are needed to be taken to deliver tangible and lasting improvements to services and the lives of Aboriginal people.

**Scope of problem**

FACS’ statistics show that entries into OOHC have been increasing since 2013 and are contributed to by increasing external drivers of demand (e.g. drug and alcohol misuse, domestic violence, mental health problems), a significant amount of unmet demand within the child protection system, and a lack of investment to address the multiple needs of families prior to entering OOHC. Aboriginal families are more likely to experience these drivers of demand and Aboriginal children are increasingly overrepresented in OOHC; 7.4 per cent of all Aboriginal children are in OOHC, compared to 1 per cent of all children and young people in NSW.

FACS is working towards addressing some of the poor outcomes for Aboriginal children and families. In 2015 a co-design process was undertaken with AbSec and subsequent Plan for Aboriginal Children and Young People 2015-2021 produced which aims to promote child safe communities and reduce the over-representation of Aboriginal children in OOHC care.

**Family Finding Model**

The Family Finding model seeks to build or maintain a child or young person’s Lifetime Family Support network for those who are disconnected or at risk of disconnection through placement outside of their home and community. The process identifies relatives and other supportive adults, estranged from or unknown to the child, especially those who are willing to become permanent connections for him/her. Upon completion of the process, the child or young person has a range of commitments from adults who are able to provide permanency, sustainable relationships within a kinship system, and support in the transition to adulthood and beyond. Keeping safety at the forefront and using a family-driven process, families are empowered to formulate highly realistic and sustainable plans to meet the long-term needs of children and youth. Child outcomes may include increased reunification rates, improved well-being, and placement stability, transition out of the child protection system, decreased re-entry rates, and stronger sense of belonging for children.

**Victoria – Taskforce 1000**

See <http://www.dhs.vic.gov.au/about-the-department/plans,-programs-and-projects/projects-and-initiatives/children,-youth-and-family-services/taskforce-1000>

The Taskforce 1000 initiative involved 3 components:



**Briefing for Minister Hazzard: for information**

1. *Steering Committee* – co-chaired by the Commissioner for Aboriginal Children and Young People and the Secretary Department Health and Human Services (DHHS) – cross-government Secretary-level representation.

2. *Desktop audits* – undertaken for each child using an online survey comprising 168 questions across a range of topics including safety; health; wellbeing; education; disability; and cultural connection. The survey provides a point in time snapshot of each child's current circumstances.

3. *Area panels* – are co-chaired by the Commissioner and relevant Area Director and comprise senior representatives from relevant government departments, community service organisations and Aboriginal organisations who review, in a de-identified manner, the circumstances of each Aboriginal child in out-of-home care using a process of open enquiry.

Taskforce 1000 has been rolled out in three phases:

*Phase 1 (pilot) from July – December 2014* – 222 children were reviewed from Mallee, Inner Gippsland, Western Melbourne and Southern Melbourne.

*Phase 2 from April–July 2015* – approximately 350 children were reviewed from Central Highlands, Inner Eastern Melbourne, Outer Eastern Melbourne, Outer Gippsland, North Eastern Melbourne and Barwon.

*Phase 3 from July–December 2015* – approximately 450 children were reviewed from Loddon, Hume Moreland, Goulburn, Ovens Murray, Bayside Peninsula, Western District and Brimbank Melton.

**Outcomes of Area Panel reviews**

As areas completed their area panels, they each developed an Area Report and an action plan in collaboration with the key stakeholders comprising both community and government. The action plan identifies key priority actions for each area to improve the outcomes for Aboriginal children in OOHC. Area taskforces have been set up to progress implementation of recommendations.

**Consultation and communication strategy**

FACS Units (Aboriginal Policy, Operations, Design Innovation, Safety and Permanency and Legal Services) have been consulted.

Early discussions were held with Absec and the Deputy Ombudsman and a further verbal discussion with Tim Ireland.

A consultation meeting was held with Andrew Jackomos, Commissioner for Aboriginal Children, Victoria.

**Attachments**

Tab	Title
A	Proposed Aboriginal and Torres Strait Islander CYP OOHC Review Strategy

Briefing for Minister Hazzard: for information

**Approval**

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Role	Electronic approval by	Date
A/Executive Director	Sandra Heriot	23/06/2016 Updated 27/06/2016
Deputy Secretary, Programs & Service Design	Maree Walk	27/06/2016
Secretary	<i>MW</i>	<i>29.6.16</i>

Cc: Deputy Secretaries, Clusters & SRP

Pages 95 through 98 redacted for the following reasons:

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Withheld in full - refer to schedule

## Hayley Croft

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**From:** Braiden Abala  
**Sent:** Monday, 30 October 2017 6:07 PM  
**To:** Lana Pitchuev; Deputy Secretary Cluster Issues Management; Ilona Kernick  
**Cc:** Kathy Baxter; Allocations Commissioning; EDOSP  
**Subject:** RE: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

**Follow Up Flag:** Follow up  
**Flag Status:** Completed

Yes, Kate has endorsed.

Kind regards,

**Braiden Abala** | Director  
 t +61 2 9716 2217  
 m +61 [REDACTED]  
 e [Braiden.Abala@facs.nsw.gov.au](mailto:Braiden.Abala@facs.nsw.gov.au)

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**From:** Lana Pitchuev  
**Sent:** Monday, 30 October 2017 6:06 PM  
**To:** Deputy Secretary Cluster Issues Management; Braiden Abala; Ilona Kernick  
**Cc:** Kathy Baxter; Allocations Commissioning; EDOSP  
**Subject:** RE: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Braiden's updates have been endorsed by Kate Alexander.

*Thank you.*

### **Lana Pitchuev | Executive Assistant**

Office of the Senior Practitioner

T 02 9716 2360 F 02 9716 2126

A Level 4, 4-6 Cavill Ave, Ashfield, 2131 P Locked Bag 4028 Ashfield NSW 2131

DX 21212 Ashfield

E [lane.pitchuev@facs.nsw.gov.au](mailto:lane.pitchuev@facs.nsw.gov.au) | W [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

*P Please consider the environment before printing this email*

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**From:** Eimear O'farrell **On Behalf Of** Deputy Secretary Cluster Issues Management  
**Sent:** Monday, 30 October 2017 5:53 PM  
**To:** Braiden Abala; Lana Pitchuev; Ilona Kernick  
**Cc:** Kathy Baxter; Deputy Secretary Cluster Issues Management; Allocations Commissioning; EDOSP  
**Subject:** RE: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Thanks Braiden.

Lana/Ilona we need urgent ED approval for this matter to progress to Commissioning. Can you please urgently arrange?

Kind regards,  
Eimear

---

**From:** Braiden Abala  
**Sent:** Monday, 30 October 2017 5:51 PM  
**To:** Lana Pitchuev  
**Cc:** Kathy Baxter; Deputy Secretary Cluster Issues Management; Allocations Commissioning; EDOSP  
**Subject:** RE: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Hi Lana,

Please note: The date that the review is due with the Minister (Noted in this documents is 30 April 2018), this will need to be amended, as the Minister granted an extension, and the report is now due on **31 July 2018**.

Additional information requested:

- a. relevant project/program/reform timelines (where available)**
  - The Chair of the Independent review is currently accepting submissions from the community regarding Aboriginal children in out of home care;
  - The Department of Family and Community Services has recruited 24 FTE case reviewers to assist in Independent Review into Aboriginal Children in Out of Home Care.
- b. an overview of any key deliverables to April 2018**
  - To April of 2018, the Chair will be in the process of conducting the review, with no key deliverables due until 31 July 2018.
- c. a key contact for future communications regarding this request**
  - Mr Braiden Abala, Director, Aboriginal Care Review Team, Office of the Senior Practitioner

Kind regards,

**Braiden Abala** | Director  
**t** +61 2 9716 2217  
**m** +61 [REDACTED]  
**e** [Braiden.Abala@facs.nsw.gov.au](mailto:Braiden.Abala@facs.nsw.gov.au)

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**From:** Lana Pitchuev  
**Sent:** Friday, 27 October 2017 12:06 PM  
**To:** Braiden Abala  
**Cc:** Kathy Baxter; Deputy Secretary Cluster Issues Management; Allocations Commissioning; EDOSP  
**Subject:** FW: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Hi Braiden – would this be a matter for you?

Allocations seeking an extension of deadline. Apologies – this one was missed in EDOSP mailbox.



Thank you.

**Lana Pitchuev | Executive Assistant**

Office of the Senior Practitioner

T 02 9716 2360 F 02 9716 2126

A Level 4, 4-6 Cavill Ave, Ashfield, 2131 P Locked Bag 4028 Ashfield NSW 2131

DX 21212 Ashfield

E [lane.pitchuev@facs.nsw.gov.au](mailto:lane.pitchuev@facs.nsw.gov.au) | W [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)

P *Please consider the environment before printing this email*

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**From:** Maria Hampouris **On Behalf Of** Deputy Secretary Cluster Issues Management

**Sent:** Thursday, 19 October 2017 4:41 PM

**To:** EDOSP

**Cc:** Deputy Secretary Cluster Issues Management

**Subject:** FW: AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Hi OSP,

Could you confirm if you lead this work and if it is best allocated to OSP?

Thanks,

**Maria Hampouris | Graduate | Cross Cluster Issues Management**

Office of the Deputy Secretary, Operations Executive | Northern, Southern and Western Cluster

Department of Family and Community Services

E: [maria.hampouris@facs.nsw.gov.au](mailto:maria.hampouris@facs.nsw.gov.au)

P: 02 9716 2271

A: Level 2, 223 Liverpool Rd, Ashfield NSW 2131

W: [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)




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**From:** Maja Pavlovic **On Behalf Of** Allocations Commissioning

**Sent:** Thursday, 19 October 2017 3:52 PM

**To:** Deputy Secretary Cluster Issues Management

**Cc:** Allocations Commissioning; Allocations Royal Commission

**Subject:** AF17/26769#006 - 2016 Child Protection Inquiry - tracking implementation of the government response

Good afternoon Cluster Issues

Please refer the below request from the Royal Commission Team to the Aboriginal OOHC Review team within OSP.

If Aboriginal OOHC Review team does not lead this work, please respond to this request ASAP otherwise please provide ED endorsed response to Allocations Commissioning Mailbox by 26 October.

I have attached an input template if you wish to use this.

### Kind Regards

**Maja Pavlovic** | Project Officer | Business Coordination Team  
 Department of Family and Community Services | Commissioning  
 T 02 9716 2331  
 E [maja.pavlovic@facs.nsw.gov.au](mailto:maja.pavlovic@facs.nsw.gov.au)  
 W [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)




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**From:** Blake Cansdale  
**Sent:** Thursday, 19 October 2017 11:25 AM  
**To:** Allocations Royal Commission  
**Subject:** (Att: Susan Mattick) 2016 Child Protection Inquiry - tracking implementation of the government response

Dear Susan,

I am writing to you regarding implementation of the NSW Government's response to the 2016 Child Protection Inquiry.

Thank you again for your business unit's input to the whole-of-government response, which was tabled in Parliament on 18 September 2017. The published response can be found [here](#).

The Minister is required to provide a report to the NSW Parliament by the end of August 2018 on the government's progress in implementing the recommendations of the Inquiry. The Royal Commission Policy and Projects Team is responsible for preparing this whole-of-government report. It is anticipated that the report will provide an update on each piece of work referenced in the government response to the Inquiry.

### Request

To facilitate preparation of the NSW Government progress report, can you please confirm that your business unit is leading FACS work on:

- 1) **the Aboriginal OOHC case review (relates to government response to recommendation 17)**
- 2) **training and resources for caseworkers which relate to developing culturally responsive practice (relates to government response to recommendation 24)**

If your team leads the above work, please provide the following:

- a. **relevant project/program/reform timelines (where available)**
- b. **an overview of any key deliverables to April 2018**

**c. a key contact for future communications regarding this request**

If your team does not lead any of this work, please respond to this request ASAP. Your guidance would be appreciated in identifying the correct FACS lead.

Feel free to refer to intranet/internet pages, TRIM links or similar sources in responding to any of the above. Please provide this information to [Allocations.RoyalCommission@facs.nsw.gov.au](mailto:Allocations.RoyalCommission@facs.nsw.gov.au) by **Friday 27 October 2017**.

Depending on the nature of the deliverables you identify above, the Royal Commission Team may seek high-level progress updates from your business unit between now and April 2018. We will contact the person nominated above with any such request.

The Royal Commission Team will also be seeking your team's input when preparing relevant section/s of the progress report for tabling by August 2018.

If you have any questions, please feel free to contact me.

Kind regards,

**Blake Cansdale | Senior Policy Officer | Royal Commission Policy and Projects Team**

Commissioning | Department of Family and Community Services

T 02 8753 8845

E [Blake.Cansdale@facs.nsw.gov.au](mailto:Blake.Cansdale@facs.nsw.gov.au)

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W [www.facs.nsw.gov.au](http://www.facs.nsw.gov.au)



The Department of Family & Community Services acknowledges Aboriginal and Torres Strait Islander peoples as the traditional owners of country throughout Australia and recognises their continuing connection to land, waters and community. We pay our respects to them and their cultures; and to elders, both past and present.

# Aboriginal Children in Care Review– Status Report (as at 07 October 2016)

## Key activities – completed

- Proposal to appoint Independent Chair and establishment of Advisory Committee progressed to Public Service Commissioner for recommendation
- Drafted Governance structure and Advisory Committee Terms of Reference (TOR)
- Drafted nomination process (in accordance with Appointment Standards of the Public Service Commission) and identified nominees for Advisory Committee
- Budget approved
- Completed draft costing for approach options to be presented to the Secretary and Deputy Secretary

## Key activities – planned

- Submit appointment of Independent Chairperson to Cabinet on receipt of formal recommendation from the Public Service Commissioner
- Present project approach options and costing to Secretary
- Meet to seek endorsement from Independent Chair on project approach and governance, including appointment of members to the Advisory Committee
- Seek Minister's approval of appointment of members to the Advisory Committee
- Register Advisory Committee (and membership) via Cabinet
- Schedule meeting with the Secretary and Independent Chair for initial formal engagement

## Emerging risks / issues

- Agreement and acceptance of what 'independence' is for the review and the role of Chairperson and Committee.
- There is a large cohort of children and young people to review within 12 months. New entries coming into care are outside of current cohort.
- incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- ensuring benefits come from review work and are realised throughout all Casework Practice.
- Engagement and acceptance from all stakeholders of the scope

## Risk mitigation strategies

- Independence definition to be addressed with Committee on 1 Sept for common definition and agreement.
- Agreement of phase 1 Target Group and Operational Model and monitoring strategy to review new entries.
- Close engagement and buy in from Districts (District Panels) to ensure family and community collaboration, incorporation into existing district structures and practices, and benefits of casework realised outside of review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.

Key deliverable dates	August 2016	September	October	November	
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Proposal submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• High-level Timeline and Approach</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chairperson appointed</li> <li>• Approach Options presented</li> <li>• Governance endorsed</li> <li>• Communication Strategy drafted</li> </ul>	Project Brief Timeline and Approach endorsed	

# Aboriginal Children in Care Review– Status Report (as at 23 September 2016)

## Key activities – completed

- Project approach options drafted and presented to Secretary and Deputy Secretary's Western Cluster & PSD for consideration.
- Finalised Public Service Commission proposal to appoint independent chair and establishment of committee.

## Key activities – planned

- Develop costing's for approach options and high level timeline.
- Present project approach option costing's to Secretary and Deputy Secretary's Western Cluster & PSD.
- Consult and obtain Independent Chairperson's endorsement of governance and project approach .
- Finalise governance and engage stakeholders.
- Appoint committee members.
- Prepare to register committee via Cabinet.
- Announcement by Minister of Independent Chair and committee.
- Submit amended project budget for approval.

## Emerging risks / issues

- Agreement and acceptance of what 'independence' is for the review and the role of Chairperson and Committee.
- There is a large cohort of children and young people to review within 12 months. New entries coming into care are outside of current cohort.
- incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- ensuring benefits come from review work and are realised throughout all Casework Practice.
- Engagement and acceptance from all stakeholders of the scope

## Risk mitigation strategies

- Independence definition to be addressed with Committee on 1 Sept for common definition and agreement.
- Agreement in phase 1 Target Group and Operational Model and monitoring strategy to review new entries.
- Close engagement and buy in from Districts (District Panels) to ensure family and community collaboration, incorporation into existing district structures and practices, and benefits of casework realised outside of review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.

Key deliverable dates	August 2016	September	October		
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Proposal submitted</li> <li>• Project budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Communication &amp; Engagement</li> <li>• High-level Timeline and approach options</li> <li>• Amend project budget</li> </ul>	<ul style="list-style-type: none"> <li>• Announcement of Chairperson and Committee</li> <li>• Project Brief</li> </ul>		

# Aboriginal Children in Care Review– Status Report (as at 21 October 2016)

## Key activities – completed

- Public Service Commissioner endorsed appointment of the Independent Chair and classification and remuneration of the Advisory Committee.
- Appointment of Independent Chair and classification and remuneration of Advisory Committee submitted to Cabinet for approval.
- Meeting scheduled 27/10/16 with the Secretary and Deputy Secretary Northern Cluster and PSD to present project approach options, costing and high level schedule/timeline.
- Presented at the CS Operations Forum and Manager Practice Support meeting.
- Liaised with Aboriginal Affairs, Dept. of Justice, Dept. of Education & Communities and the Department of Premier and Cabinet on Cabinet approval of Independent Chair.
- Stakeholder Impact Assessment drafted.

## Key activities – planned

- Liaise with Ministry of Health re: notice of Cabinet submission.
- Cabinet approve appointment of Independent Chair and Committee classification and remuneration.
- Facilitate Aboriginal case consultations with Kevin Campbell, Family Finding expert, with Western Sydney and Nepean Blue Mountains district on 2/11/16.
- Schedule meeting with the Independent Chair for input and endorsement of project scope, approach, governance and define the chair role.
- Schedule meeting with the Secretary and Independent Chair.
- Gain agreement by the Minister and Independent Chair for the chair role and responsibilities.
- Seek approval of the project governance.
- Announcement by the Minister of appointment of the Independent Chair.
- Develop and seek approval of the FACS Project Board ToR.
- Establish project board meeting schedule.

## Emerging risks / issues

- Acceptance of what independence is for the review and the role of Chairperson and Committee.
- There is a large cohort of children and young people to review. New entries coming into care are outside of current cohort.
- Incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- Ensure benefits come from review and are realised throughout practice.
- Engagement and acceptance from all stakeholders of the scope and approach.

## Risk mitigation strategies

- Independence definition to be addressed with Chairperson and Committee for common definition and agreement.
- Agreement of target group and approach/operational model and monitoring strategy to review new OOHC entries.
- Close engagement and buy in from Districts. And provide districts with additional support to ensure family and community collaboration, incorporation into existing district structures and practices, and benefits of casework realised outside of review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.

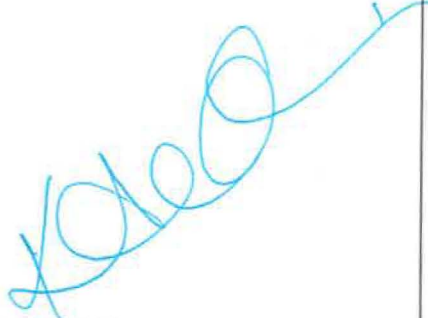
Key deliverable dates	August 2016	September	October	November
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Project mandate submitted.</li> <li>• Budget submitted.</li> </ul>	<ul style="list-style-type: none"> <li>• Initial engagement Independent Chair.</li> <li>• Draft scope, objectives, governance and approach options</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chair appointed and announced</li> <li>• Approach options presented to Executive</li> <li>• Governance endorsed.</li> <li>• Communication Strategy drafted</li> </ul>	<ul style="list-style-type: none"> <li>• Final draft Project Brief</li> <li>• Draft project schedule/timeline and approach endorsed</li> <li>• Minister approve Advisory Committee</li> <li>• Project Board meet.</li> </ul>

## Aboriginal Children in Care Review– Status Report (as at 09 September 2016)

### Key activities – completed

- ◀ Amended (on advised) proposal to appoint independent chair and establishment of committee to the Ministers Office
- ◀ Proposal redrafted for review by Public Service Commission
- ◀ Funding/budget awaiting final approval
- ◀ Project Manager commenced engagement with Independent chair
- ◀ Project scope and governance drafted for consultation
- ◀ Reviewed similar processes and lessons learnt to consider and propose approach options

### Key activities – planned

- ◀ Funding/budget for approval
  - ◀ Proposal approved by Public Service Commission
  - ◀ Independent Chairperson announced by the Minister
  - ◀ Governance defined and approved
  - ◀ Prepare Project Brief for review
  - ◀ High-level timeline
  - ◀ Project approach identified for consultation
  - ◀ Change Management expertise assistance sourced
- 

### Emerging risks / issues

- ◀ Differing expectation of the definition of 'independence' and how it is demonstrated within this project.
- ◀ Reputational risk if families and communities are not involved or consulted in the review approach.
- ◀ Organisational climate is resistance, unsupportive and reluctance to participate
- ◀ Engagement and acceptance of the scope from all stakeholders.
- ◀ Imposed change impacts and participation expectations on districts effecting local planning and resource constraints

### Risk mitigation strategies

- ◀ Ensuring clear and effective governance will rely on agreement and acceptance of what 'independence' is for the review and the role of Chairperson and Committee and communicated.
- ◀ Ensure the approach covers close engagement and support from Districts and Stakeholders, leveraging existing district structures and practices.
- ◀ Change and Communication Strategy to ensure intent of review and promote benefits to casework practice.
- ◀ Clear definition and rational of the scope and target group criteria and timeframes.
- ◀ Conduct Stakeholder Impact Assessment to identify change impacts, engagement requirements and coordinate coherent communication via agreed governance, committee's and forums.

Key deliverable dates	August 2016	September	October		
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Proposal submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Chairperson announced</li> <li>• Governance</li> <li>• Communication &amp; Engagement</li> <li>• Project Brief</li> <li>• Timeline and Approach</li> </ul>			



# Review of Aboriginal Children & Young People in OOHC – Status Report (as at 4 November 6)

## Key activities – completed

- Presented target group approach options, costing and timeline to the Secretary and Deputy Secretary Northern Cluster and PSD at a the meeting held 27 Oct 16. The Secretary endorsed the 'Point in Time Cohort' option.
- Liaised with Ministry of Health re: notice of Cabinet Submission
- Cabinet approved appointment of independent chair and committee classification and remuneration on 27 Oct 16.
- Facilitated Aboriginal case consultations with Kevin Campbell, Family Finding expert, with Western Sydney and Nepean Blue Mountains district – 2 Nov 16.
- Received advice from the independent chair will commence 01 Dec 16.
- Media release prepared for announcement by the Minister of the appointment of the independent chair .
- Key messages drafted for internal distribution pending Ministers announcement of appointment of the independent chair.
- FACS Project Board meeting scheduled – 28<sup>th</sup> Nov

## Key activities – planned

- Formal announcement by the Minister of the appointment of the Independent Chair.
- Agreement by the Minister and Independent Chair of the roles and responsibilities.
- Schedule meeting with the Secretary and Independent Chair.
- Confirm meeting request with independent chair to commence engagement and gain input and endorsement of governance (including appointment of Advisory Committee), project scope and approach.

## Emerging risks / issues

- Agreement of what independence is for the review and the role of the Chairperson and Committee.
- There is a large cohort of children and young people to review. New entries coming into care are outside of current cohort.
- Incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- Ensure benefits come from review and are realised throughout practice.
- Engagement and acceptance from all stakeholders of the scoped and approach

## Risk mitigation strategies

- Independence definition to be addressed with Chairperson and Committee for common definition and agreement.
- Agreement of target group and approach/operational model and monitoring strategy to review new OOHC entries
- Close engagement and buy in from Districts. And provide districts with additional support to ensure family and community collaboration, incorporation into existing district structures and practices, and benefits of casework realised outside of the review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.

Key Deliverable	August 2016	September	October	November	December
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Project Mandate submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Initial engagement with independent chair</li> <li>• Draft scope, objectives, governance and approach options</li> </ul>	<ul style="list-style-type: none"> <li>• Target Group approach options presented and determined</li> <li>• Project timeline drafted and endorsed</li> </ul>	<ul style="list-style-type: none"> <li>Independent Chairperson appointed and announced (carried over from Oct)</li> <li>Draft Project Brief</li> <li>Draft Communications Strategy</li> <li>Project Schedule finalised</li> </ul>	<ul style="list-style-type: none"> <li>Independent chair to commence</li> <li>Minister to approve establishment of Advisory Committee</li> <li>Governance endorsed (carried over from Oct)</li> <li>Finalise Project Brief for approval</li> <li>Finalise Communications Strategy for approval</li> </ul>



# Aboriginal Children in Care Review– Status Report (as at 26 August 2016)

## Key activities – completed

- Establish Project Team - on board 25th August 2016
- Provide final proposal to appoint independent chair and establishment of committee to the Ministers Office
- Identify Project Sponsor and submitted funding/budget for approval

## Key activities – planned

- Proposal to be approved by Public Service Commission
- Independent Chairperson to be announced by the Minister
- Develop Project Brief
- Define Governance and Steering Committee
- Develop scheduled and approach
- Procure Change Management expertise

## Emerging risks / issues

- Agreement and acceptance of what 'independence' is for the review and the role of Chairperson and Committee.
- There is a large cohort of children and young people to review within 12 months. New entries coming into care are outside of current cohort.
- incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- ensuring benefits come from review work and are realised throughout all Casework Practice.
- Engagement and acceptance from all stakeholders of the scope

## Risk mitigation strategies

- Independence definition to be addressed with Committee on 1 Sept for common definition and agreement.
- Agreement in phase 1 Target Group and Operational Model and monitoring strategy to review new entries.
- Close engagement and buy in from Districts (District Panels) to ensure family and community collaboration, incorporation into existing district structures and practices, and benefits of casework realised outside of review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.

Key deliverable dates	August 2016	September	October		
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Proposal submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Chairperson announced</li> <li>• Governance</li> <li>• Communication &amp; Engagement</li> <li>• Project Brief</li> <li>• Timeline and Approach</li> </ul>			

## Key activities – completed

- Media release drafted for announcement of Independent Chairperson.
- First Project Board meeting held on 28 November 2016, Project Board TOR endorsed. Draft project objectives, scope, proposed governance arrangements and target group data snapshot presented.
- Progress update provided to the Aboriginal Child and Family Reform Group.

## Key activities – planned

- Provide briefing note to advise Minister on Chair role and responsibilities and appointment of Advisory Committee.
- Meet with Minister Office to discuss briefing note of independent Chair role and process to appoint to the Advisory Committee.
- Agreement by the Minister and Independent Chairperson of the Chair role and responsibilities and official commencement date.
- Announcement by the Minister of the appointment of the Independent Chair.
- Schedule meeting with the Secretary and Independent Chair – pending commencement.
- Schedule meeting with GMAR to deliver on original request for meeting by Independent Chair.
- Confirm meeting request with independent chair to commence engagement and gain input and endorsement of project objectives, scope, governance (including appointment of Advisory Committee) and approach/methodology.

## Emerging risks / issues

- Agreement of what independence is for the review and role of the Chair and Committee.
- There is a large cohort of children and young people to review. New entries coming into care are outside of current cohort.
- Incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- Ensure benefits come from review and are realised throughout practice.
- Engagement and acceptance from all stakeholders of the scoped and approach.
- Recommendations for children subject to the reviews not accepted by caseworkers.
- Lessons from reviews to improve practice are not accepted by caseworkers.

## Risk mitigation strategies

- Independence definition to be addressed with Chairperson and Committee for an agreed common definition.
- Agreement of target group and approach/operational model and monitoring strategy to monitor new OOHC entries.
- Close engagement and buy in from Districts. And provide districts with additional support to ensure family and community collaboration, is incorporated into existing district structures and practices, and benefits of casework realised outside of the review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.
- Close engagement and buy in from Districts.

Key Deliverable	August 2016	September	October	November	December
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Project Mandate submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Initial engagement with independent chair</li> <li>• Draft scope, objectives, governance and target group options</li> </ul>	<ul style="list-style-type: none"> <li>• Target Group approach options (including costings) presented to Secretary and determined</li> <li>• Project timeline drafted and endorsed</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chairperson approved by Cabinet</li> <li>• FACS Project Board established</li> <li>• Project Timeline drafted</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chair role defined</li> <li>• Minister approval on process to appoint Advisory Committee</li> <li>• Minister announcement - commencement of Independent chair</li> <li>• Draft Project Brief</li> </ul>

## Key activities – completed

- Briefing note provided to Minister proposing Independent Chair roles and responsibilities and appointment process for membership to the Advisory Committee.
- Minister, Secretary and Independent Chair met on 16 December 2016 to discuss the review and to agree on the terms of reference, role and responsibilities of the Independent Chair and commencement date, and appointment process to the Advisory Committee.
- Progress update provided to the Community Services Operations Forum.
- Presented at the Guiding Principles Yarning Circle (GMAR forum).

## Key activities – planned

- Provide briefing note to Minister seeking approval of review terms of reference, Chair roles and responsibilities and appointment of Advisory Committee.
- Provide prior notice to Districts of Minister’s announcement of the review and appointment of Independent Chair.
- Announcement by the Minister of the review and appointment of the Independent Chair.
- Meeting scheduled on 21 December 16 with Professor Davis to gain agreement of project objectives, scope, governance (including appointment of Advisory Committee) and the preferred case review approach/methodology.
- Schedule meeting between Professor Davis and GMAR.

## Emerging risks / issues

- Agreement of what independence is for the review and role of the Chair and Committee.
- There is a large cohort of children and young people to review. New entries coming into care are outside of current cohort.
- Incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- Ensure benefits come from review and are realised through practice for other families.
- Engagement and acceptance from all stakeholders of the scoped and approach.
- Recommendations for children subject to the reviews not accepted by caseworkers.
- Lessons from reviews to improve practice are not accepted by caseworkers.

## Risk mitigation strategies

- Independence definition to be addressed with Chairperson and Committee for an agreed common definition.
- Agreement of target group and approach/operational model and monitoring strategy to monitor new OOHC entries.
- Close engagement and buy in from Districts. And provide districts with additional support to ensure family and community collaboration, is incorporated into existing district structures and practices, and benefits of casework realised outside of the review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.
- Close engagement and buy in from Districts.

Key Deliverable	August 2016	September	October	November	December
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Project Mandate submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Initial engagement with Professor Davis.</li> <li>• Draft scope, objectives, governance and approach options</li> </ul>	<ul style="list-style-type: none"> <li>• Target Group approach options presented and determined</li> <li>• Project timeline drafted and endorsed</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chairperson appointed (carried over from Oct)</li> <li>• Draft Project Brief</li> <li>• Project Timeline drafted</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Chair role defined</li> <li>• Minister approve process to appoint Advisory Committee</li> <li>• Minister announcement - commencement of Independent chair</li> <li>• Draft Project Brief</li> </ul>

# Aboriginal Children in Care Review – Status Report (as at 18 November 2016)

## Key activities – completed

- Probity checks complete for Independent Chairperson to progress appointment.
- Media release drafted for announcement of Independent Chairperson.
- Project Board meeting organised for 28 November 16 to present draft project scope and timeline.
- Updates on progress provided to SRP & PSD Executive meeting and the Aboriginal Child and Family Reform Group.

## Key activities – planned

- Provide brief note to advise Minister on Chair role and responsibilities and appointment of Advisory Committee.
- Announcement by the Minister of the appointment of the Independent Chair.
- Agreement by the Minister and Independent Chairperson of the Chair role and responsibilities and official commencement date.
- Schedule meeting with the Secretary and Independent Chair – pending commencement.
- Confirm meeting request with independent chair to commence engagement and gain input and endorsement of governance (including appointment of Advisory Committee) project scope and approach.

## Emerging risks / issues

- Agreement of what independence is for the review and role of the Chair and Committee.
- There is a large cohort of children and young people to review. New entries coming into care are outside of current cohort.
- Incorporating family and community collaboration into review approach.
- Not creating a parallel or additional and separate work for reviews and district approaches, approach to be as streamlined as possible.
- Ensure benefits come from review and are realised throughout practice.
- Engagement and acceptance from all stakeholders of the scoped and approach.
- Recommendations for children subject to the reviews not accepted by caseworkers.
- Lessons from reviews to improve practice are not accepted by caseworkers.

## Risk mitigation strategies

- Independence definition to be addressed with Chairperson and Committee for an agreed common definition.
- Agreement of target group and approach/operational model and monitoring strategy to monitor new OOHC entries.
- Close engagement and buy in from Districts. And provide districts with additional support to ensure family and community collaboration, is incorporated into existing district structures and practices, and benefits of casework realised outside of the review project.
- Identification, engagement and coordinated communication to impacted stakeholders via agreed governance, committee's and forums.
- Close engagement and buy in from Districts.

Key Deliverable	August 2016	September	October	November	December
Key deliverable:	<ul style="list-style-type: none"> <li>• Project Team on board.</li> <li>• Project Mandate submitted</li> <li>• Budget submitted</li> </ul>	<ul style="list-style-type: none"> <li>• Initial engagement with independent chair</li> <li>• Draft scope, objectives, governance and approach options</li> </ul>	<ul style="list-style-type: none"> <li>• Target Group approach options presented and determined</li> <li>• Project timeline drafted and endorsed</li> </ul>	<ul style="list-style-type: none"> <li>Independent Chairperson appointed and announced (carried over from Oct)</li> <li>Draft Project Brief</li> <li>Draft Communications Strategy</li> <li>Project Timeline drafted</li> </ul>	<ul style="list-style-type: none"> <li>Independent chair to commence</li> <li>Minister to approve establishment of Advisory Committee</li> <li>Governance endorsed (carried over from Oct)</li> <li>Finalise Project Brief for approval</li> <li>Finalise Communications Strategy for approval</li> </ul>

**Review of Aboriginal Children in Care – Fortnightly Meeting**

**Held on Wednesday 8 November 2017, 2:30-3:30pm, UNSW Kensington**

**Attendees: Megan Davis, Braiden Abala, Paul Coe, Alannah Ball, Gemma McKinnon, Camille Manley, Kathy Baxter, Laura Hunter (Megan’s UNSW EA)**

**Apologies: Lindsey Feltham & Lucinda Stewart**

Agenda Item	Issue	Discussion	Action Item
Item 1	<p><b>Previous actions</b> <b>(from 13 &amp; 26 October 2017 Meetings )</b></p>	<p><b>Completed:</b></p> <ul style="list-style-type: none"> <li>• Braiden advised progress of TAA/EOIs – Matthew Cutmore has commenced. Tara Blackall &amp; Amanda Kime to start soon plus possibility of 1 or 2 others. Will need to revisit and/or “ramp up” these efforts towards end of Review when it’s expected a number of the Agency Temps will start to leave. Hays also have 3 Aboriginal identified candidates on their books.</li> <li>• Narratives have now been confirmed</li> <li>• Stakeholders email text finalised and sent out by Lucinda</li> <li>• Erin has commenced her checks (CRC, referees) with Hays but won’t be able to do WWCC until she returns to Australia and can visit the RMS/Service First</li> </ul>	<p><b>Incomplete:</b></p> <ul style="list-style-type: none"> <li>• <b>Kathy &amp; Laura to schedule 2 hours for Megan to meet with Reviewers based at Burwood</b></li> <li>• <b>Gemma to liaise with Paul if required re. possible meetings with Reviewers (working remotely) whilst out on Community Consult trips.</b></li> <li>• <b>Camille to provide Independent Review Website Graphic for inclusion on the Narratives document</b></li> <li>• <b>Paul to produce template (1/2 a page) for use by the Independent team - key info to include: names, date of birth, biological parents &amp; grandparents, issue/s of concern, CSC concerned,</b></li> </ul>

			<p><b>previous FACS contact/s</b></p> <ul style="list-style-type: none"> <li>• <b>Megan to email Erin to confirm her return date</b></li> </ul>
<b>Item 2</b>	<b>Reviewers Update</b>	<ul style="list-style-type: none"> <li>• 19 Reviewers on board</li> <li>• Some delays with IT access</li> <li>• Varying skills sets</li> <li>• Reviewers have commenced in remote offices</li> <li>• 2 Reviewers have left, a 3<sup>rd</sup> has received another job offer</li> <li>• Reviewers working steadily and producing a good volume of work</li> <li>• Critiquing messages have been taken on board and good questions are being asked – e.g. why was a teenager moved from the city to the country where she was exposed to higher level drug use and began using herself? Why were 2 siblings groups split between the same 2 placements – answer not obvious on KiDS?</li> <li>• Good group dynamics amongst Review Team at Burwood – more settled, more focused following the move.</li> <li>• 4 spaces allocated at Burwood for the Independent team (Gemma, Researcher, Project Manager &amp; EA) Gemma planning to work out of Burwood Office 2 days p/w. Will help address some previous concerns of Reviewers only having limited connections with the Independent Team.</li> </ul>	

Item 3	Review Tool & Narrative	<ul style="list-style-type: none"> <li>• Qualtrics now up and running. Reviewers have started using the tool today.</li> <li>• Will take a fortnight or so to get through the Review Tool backlog (approx. 100) from Southern)– Reviewers to look at old narratives completed by other Reviewers (won't be redoing their own work).</li> <li>• Taree, Tamworth, Armidale &amp; Cessnock have been allocated</li> <li>• QA will involve ensuring that the processes have been followed, no gaps in data, narratives flow, read well, tell a sensible story and recommendations made are appropriate. Need to be suitable for 2 audiences – Independent Team and Case Workers</li> <li>• Dashboards being established – include admin processes inc allocations &amp; timeframes, consultation, entry into care process, placement principles</li> <li>• Paul discussed trends being observed include: late consultations; differences in areas with and without panels; engagement with families and reactive casework</li> </ul>	
Item 4	Submissions and Consultations process	<ul style="list-style-type: none"> <li>• Protocol distributed to group.</li> <li>• Alexandria Locked Bag being redirected to Burwood</li> <li>• 1800 number stays the same. Other number changed on website</li> <li>• Reminder that all Independent Team members should be aware of responsibilities under the Mandatory Reporting Guidelines</li> <li>• Lucinda's handover to include Locked Bag, 1800 number monitoring &amp; Submissions Register &amp; secure storage of hard copies</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Kathy to arrange for Locked Bag email alerts to be sent to Gemma</b></li> </ul>

<b>Item 5</b>	<b>Business Arising</b>	<ul style="list-style-type: none"> <li>• Discussion around <i>Shaping a Better Child Protection System</i> which was raised at GPYC Meeting today. How does this and the Review sit together? Concerns raised by Gemma about how their recommendations may not be in line with our Review – i.e. Adoptions, plus their earlier closing date.</li> <li>• HR for the Independent Team</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Braiden &amp; Megan to further discuss EA candidates &amp; interviews</b></li> <li>• <b>Braiden to forward Megan resumes for the Project Manager position</b></li> </ul>
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**Meeting closed at 3:25pm**

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**Review of Aboriginal Children in Care – Fortnightly Meeting**

**Held on Friday 13 October 2017, 9:30-10:30am, UNSW Kensington**

**Attendees: Megan Davis, Braiden Abala, Paul Coe, Lindsey Feltham, Alannah Ball, Kobie Mulligan, Gemma McKinnon, Lucinda Stewart, Kathy Baxter, Laura Hunter (Megan’s UNSW EA)**

**Apologies: Camille Manley (no teleconferencing facilities in room)**

<b>Agenda Item</b>	<b>Issue</b>	<b>Discussion</b>	<b>Action Item</b>
<b>Item 1</b>	<b>New Reviewers – orientation training &amp; commencement</b>	<ul style="list-style-type: none"> <li>• 7 Reviewers already on board.</li> <li>• 10 new Reviewers undertaking Orientation this week.</li> <li>• 3 offers made</li> <li>• Currently looking for another 4 people.</li> <li>• 3<sup>rd</sup> round of Orientation/Training will be needed</li> <li>• Orientation (9-20 Oct) – larger group this time around. Different dynamics. Considerable child protection knowledge and expertise amongst group, along with some preconceived ideas around child protection and the system. Additional Challenge has been encouraging the group and “giving them permission” to challenge the system as opposed to just applying the policies and procedures. Lindsey welcomed Kobie’s offer re. the Independent Team speaking with the Reviewers at some stage around scope, providing their perspective on the Review and showing support for messaging.</li> <li>• Discussion around lack of male applicants for Reviewer roles. Lindsey has advised Temp Agency Representative to prioritise Aboriginal male</li> </ul>	

		<p>applicants.</p> <ul style="list-style-type: none"> <li>Megan expressed that she needs more time with the Reviewers, suggesting a half day session.</li> </ul>	<ul style="list-style-type: none"> <li><b>Kathy &amp; Laura to discuss scheduling of session</b></li> </ul>
<b>Item 2</b>	<b>Issues of Reviewer Retention</b>	<ul style="list-style-type: none"> <li>Due to retention issues and limited length of Review Braiden raised the possible mitigation strategy of offering secondments to FACS Internal staff. This was supported by Megan. Braiden to follow up process with priority given to 1) Aboriginal men &amp; 2) Aboriginal women</li> </ul>	<ul style="list-style-type: none"> <li><b>Braiden to follow up on Internal Secondments/EOi (?) process</b></li> </ul>
<b>Item 3</b>	<b>Draft narratives document &amp; Timeframes</b>	<ul style="list-style-type: none"> <li>Draft Narrative pending Megan's comments.</li> <li>Once Narrative and tool are confirmed FACS team will be able to start sending through first batch of Reviews within around 1-2 weeks</li> <li>Further discussion needed within FACS Project Team around completed Illawarra/Shoalhaven Reviews</li> </ul>	<ul style="list-style-type: none"> <li><b>Paul to forward electronic version of Draft narrative to Megan, with final comments due by Friday 21.10.17.</b></li> <li><b>Kobie to forward Independent Team Letterhead for use on the Narratives document</b></li> </ul>
<b>Item 5</b>	<b>Andrew Jackomos presentation and Q&amp;A</b>	<ul style="list-style-type: none"> <li>Andrew Jackomos visit not yet confirmed for 24.11.17. Waiting on confirmation of Beth's availability.</li> </ul>	
<b>Item 6</b>	<b>Other Business</b>	<ul style="list-style-type: none"> <li>Protocol for Family follow up – procedure for following up on concerns for children currently in care identified during community consultations. Kobie has written draft protocol.</li> <li>Flowchart – will be amended to also include mechanism for dealing with</li> </ul>	<ul style="list-style-type: none"> <li><b>Template to be forwarded to Independent team with Key Information needed to enable follow up.</b></li> </ul>

		<p>reports from the Independent team.</p> <ul style="list-style-type: none"> <li>• Discussion around Community Consult 16-20 Oct. Megan, Kobie &amp; Gemma to visit Tamworth, Gunnedah &amp; Moree with GMARs</li> <li>• Confirmation of Submissions email text (from Camille)</li> <li>• Gemma is now on board</li> <li>• Megan conducting home visits at Mt Druitt tomorrow</li> <li>• Independent team to move to UNSW (law school?) when Rosebery Office closes at end of October. IT may be more clunky but overriding benefit will be greater access to Megan.</li> <li>• Oliver Gregory is preferred Hays contact for Independent Team recruitment. Gemma to pass Oliver's details on to Erin so she can commence checks remotely.</li> <li>• No submissions received to date</li> <li>• Childstory discussion – initially information will essentially be the same but in a different format. Challenge will be how to find info. needed for Reviews. Will increase time taken to complete reviews although team will be given access to OSP Childstory Super Users.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Megan and Braiden to finalise email text</b></li> <li>• <b>Gemma to provide Oliver's details to Erin so she can commence checks remotely.</b></li> </ul>
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## Hayley Croft

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**From:** Kathy Baxter  
**Sent:** Thursday, 22 June 2017 3:05 PM  
**To:** Susan Mattick; Lindsey Feltham (FACS); Paul Coe; Camille Manley  
**Subject:** Teleconference Action Items

Hi All,

The Actions I noted were:

- \*Kobie to send Research Questions to Susan by Friday 30/6 for forwarding to FACSAR
- \*Kobie, Paul & Lindsey to block out 11<sup>th</sup> and 12<sup>th</sup> for Review Tool Discussions
- \*Kobie to forward Reference Group Bios to Camille by COB Monday
- \*Both Teams – agreed to providing regular email updates at the end of each week
- \*Camille to meet/phone Kobie & Megan tomorrow (Friday) to discuss Website and submissions

Please let me know if I've missed something.

Kind Regards

**Kathy Baxter** | Assistant Project Officer  
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A Level 4, 4-6 Cavill Ave, Ashfield NSW 2131  
**Work Days:** Wed, Thurs, Fri



## Hayley Croft

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**From:** Kathy Baxter  
**Sent:** Wednesday, 5 July 2017 2:40 PM  
**To:** Susan Mattick  
**Subject:** FW: Actions from Teleconference this morning

Hi Susan,

Apologies, I missed including the action below, so 5 actions in total, plus change to future meetings format.

Action	Who	Completion By
5. Forward list of potential Reviewers as mentioned during recent meeting with Steve Kinmond, Deputy Ombudsman	Kobie	12 July 2017

Kind Regards

**Kathy Baxter** | Assistant Project Officer  
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**From:** Kathy Baxter  
**Sent:** Wednesday, 5 July 2017 2:21 PM  
**To:** Susan Mattick  
**Subject:** Actions from Teleconference this morning

Hi Susan,

Could you please check the draft below before I send to our team + Kobie & Co. I will also mention that we are proposing that the next meeting be face-to-face, with future meetings to alternate between Rosebery and Ashfield.

Action	Who	Completion by
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1. Triage Process - further information to be provided to the Independent Team following discussion at the FACS Project Board Meeting on 10/7	Lindsey	14 July 2017
2. Confirmation of Megan and/or Kobie's availability to speak with Reviewers during their Initial Training – preferred dates discussed were Thursday 27/7 or Friday 28/7	Kobie	12 July 2017
3. Final versions of Submissions Guide and Discussion Paper	Kobie and/or Megan	15 July 2017 (for a Go Live date on Website of 1 August, following endorsement from Minister)
4. Research questions for FACSAR	Kobie	7 July 2017 (following discussion at Planning Day on 5 July 2017)

Kind Regards

**Kathy Baxter** | Assistant Project Officer  
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**Work Days:** Wed, Thurs, Fri



**Review of Aboriginal Children in Care – Monthly Meeting (all teams)**

**Held on Friday 29 September, 1-2pm, UNSW Kensington**

**Attendees: Megan Davis, Braiden Abala, Lindsey Feltham, Alannah Ball, Kobie Mulligan, Camille Manley, Gemma McKinnon, Lucinda Stewart, Betty Fils-Aime, Cleo Raffoul, Melissa Brown, Elaine Scannell, Lucinda Micallef, Kathy Baxter, Vicky Acuna Goldberg + Laura Hunter (Megan's UNSW EA)**

**Apologies: Paul Coe, Angela White & John Carter**

<b>Agenda Item</b>	<b>Issue</b>	<b>Discussion</b>	<b>Action Item</b>
<b>Item 1</b>	<b>Welcome &amp; Scene Setting</b>	<ul style="list-style-type: none"> <li>• Braiden welcomed everyone, advising of our hopes to reinvigorate regular meetings between the teams and give the Reviewers the opportunity to meet with the Chair. He also explained that meetings will be scheduled on a fortnightly basis, with the Reviewers to attend every second meeting. Locations to alternate between UNSW and Ashfield.</li> </ul>	
<b>Item 2</b>	<b>Introductions</b>	<ul style="list-style-type: none"> <li>• All team members present introduced themselves to the group, including Gemma McKinnon who will be joining the Independent Team as a Researcher.</li> <li>• Included an Acknowledgement of Country.</li> </ul>	
<b>Item 3</b>	<b>Early Feedback</b>	Reviewers were asked to share concerns, themes and insights they have seen so far in the Reviews. Discussions included:	

		<ul style="list-style-type: none"> <li>• <b>PACT Involvement</b> – positive feedback from Reviewers. – greater connection to country and culture, more community engagement. Good advocate for families. Others not previously familiar with PACT but echoed their good work reflected in the Reviews.</li> <li>• PACT Review – positive feedback from families but some tensions between PACT &amp; FACS in both directions . Challenges with referrals. Independence of PACT? PACT taking on things outside their remit.</li> <li>• Victorian system – legislation is positive but numbers of children in care not reducing.</li> <li>• <b>Intergenerational Trauma</b> – understanding of this not being reflected in casework</li> <li>• <b>SARA not always being applied correctly</b> – sometimes includes judgemental information/bias and doesn't always correctly assess the risk. Differences between risks and dangers not always being correctly separated and identified. Info sometimes omitted.</li> <li>• <b>KIDS not always reflecting what has happened.</b> Caseworker and community knowledge not always recorded e.g. why were family members considered unsuitable? Paperwork overload.</li> <li>• <b>Children's Court Care Plan Change</b> – positive change, Increased cultural engagement seen by Reviewer</li> <li>• <b>Placement Principles not being applied</b> – example of Aboriginal grandparents not considered. Child placed with “psychological” non Aboriginal Grandparents.</li> <li>• <b>Attachment Theory vs. Placement Principles- how do we prioritise decision making?</b> Better long term outcomes where child has a greater understanding of identity and culture. Sub Section 13 – best interests of</li> </ul>	<p><b>ACTIONS:</b></p> <ul style="list-style-type: none"> <li>• <b>Kobie to forward PACT Evaluation to Reviewers</b></li> <li>• <b>Kobie to discuss future of PACT with AbSec.</b></li> </ul>
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		<p>the child always wins out.</p> <ul style="list-style-type: none"> <li>• <b>Assumptions around placements with Aboriginal Agencies</b></li> <li>• Increased National Interest around the Principles – SNAICC 5 Ps</li> <li>• <b>Distance</b> – sometimes only 1 side of the family is considered if other side is not local. Greater consideration if PACT involved.</li> </ul>	
		<ul style="list-style-type: none"> <li>• Andrew Jackamos visit in planning stages. Tentative date is 24 November. Planned presentation to all teams, with Q&amp;A session.</li> </ul>	
<b>Item 3</b>	<b>Data</b>	<ul style="list-style-type: none"> <li>• Aggregated Data – individual reviews to aggregate up to District Level report. Liaising with FACS Internals re. Draft report</li> </ul>	
<b>Item 4</b>	<b>Other Business</b>	<ul style="list-style-type: none"> <li>• Reviewers agreed nature of work is challenging. Taking around 2-3 days per review. One of the Reviewers said she was feeling more positive after group discussion and more clarification of what info. was being sought from the reviews. Kobie reminded the group that this is a first attempt only and there may be the opportunity to go back over things. She reminded the group that we are also looking for examples of best practice that could be replicated.</li> </ul>	

**Review of Aboriginal Children in Care – Monthly Meeting (all teams)**

**Held on 26 October 2017**

**Location: Meeting Room 4.2, Level 4 4-6 Cavill Avenue Ashfield**

**Attendees: Megan Davis, Braiden Abala, Lindsey Feltham, Paul Coe, Camille Manley, Gemma McKinnon, Lucinda Stewart, Angela White, Betty Fils-Aime, Lucinda Micallef, Elaine Scannell, Emma Healey, Holley Carne, Rachel Coleman, Debra Cole, Naseer Naseer, Lucy Quinn, Linda Fulton, Caroline Hadfield, Sheena Olsen (via Video Conference), Kathy Baxter, Laura Hunter (Megan's UNSW EA)**

**Apologies: Alannah Ball, Cleopatra Raffoul, John Carter,**

Agenda Item	Issue	Discussion	Action Item
<b>Item 1</b>	<b>Introduction</b>	<p>Meeting commenced at 12.30pm</p> <p>Round table introductions – names and date of commencing</p> <p>Megan: Her Background</p> <ul style="list-style-type: none"> <li>• Not from a child protection background</li> <li>• International human rights and women' law background</li> <li>• Introducing Gemma to her team, also a lawyer</li> <li>• Dr Erin McKay starting in her team is also an human rights and public lawyer</li> <li>• Focus of the review is three fold – review of 1152 cases, Megan's consultations, and public submissions</li> <li>• Currently doing statewide visits looking for what institutional racism</li> </ul>	

		<p>looks like and what non-indigenous policy makers don't understand</p> <p>Megan is interested in scrutiny and oversight of bad decisions about children by government.</p> <ul style="list-style-type: none"> <li>• Caseworkers are not regulated or accountable like lawyers and doctors are or many professionals.</li> <li>• GMAR and media are informal regulators</li> <li>• Hard to change culture in departments</li> </ul> <p>Megan observes so far in visits</p> <ul style="list-style-type: none"> <li>• Communities feel powerless when dealing with FACS</li> <li>• Afraid when FACS knocks on the door</li> <li>• History of trauma and segregation plays out in interaction with authority</li> <li>• Has had frank conversations with non-indigenous caseworkers</li> <li>• Has seen some good practice – <del>IPS-IFBS</del> and PACT seem to be working well</li> </ul> <p>The world is watching this review and it is very important work</p> <ul style="list-style-type: none"> <li>• Not a replica of Victoria taskforce 1000 or SA review</li> <li>• International laws to protect children are great but implementation is poor</li> </ul>	
<b>Item 2</b>	<b>Q and A's</b>	<p>When will we have more Aboriginal reviewers?</p> <ul style="list-style-type: none"> <li>• 4-5 coming on board according to Braiden. Review and Megan are aware of the importance of this</li> </ul>	

		<p>Will new <b>R</b>reviewers have to leave their FACS roles to become <b>R</b>reviewers?</p> <ul style="list-style-type: none"> <li>This will be negotiated with each area in FACS</li> </ul>	
<b>Item 3</b>	<b>Narrative/Qualtrics</b>	<p>Qualtrics</p> <ul style="list-style-type: none"> <li>Training for Administrator role for Qualtrics tool on Friday 27 Oct.</li> <li>Hope tool will go live from Monday 30 Oct</li> <li>Need to find a solution for putting completed review data to date into tool</li> </ul> <p>Narratives</p> <ul style="list-style-type: none"> <li>Drafted and nearly ready to start using</li> <li>When narratives are ready, it will help reviewers contextualise the information we are seeking in the reviews</li> </ul>	<ul style="list-style-type: none"> <li>Megan's team will review the narratives today and give their feedback</li> </ul>
<b>Item 4</b>	<b>Review Themes</b>	<ul style="list-style-type: none"> <li><del>IPS-IFBS</del> and PACT seem to show that better casework is done when they have been used, although outcome may not be different, the process is better</li> <li>Lack of consultation in cases</li> <li>Voice of family is hard to hear</li> <li>Family finding seems to focus on placement, not on providing supports to sustain placements</li> <li>Need to look at impact on carers when they move off country or move out of CSC to different caseworkers</li> <li>Too much change of caseworker staff is impacting children and families</li> <li>Education drops the ball completely with kids in cases and all the mop</li> </ul>	

		<p>up work is up to FACS</p> <ul style="list-style-type: none"> <li>• Caseworkers don't use full gamut of family finding processes</li> <li>• Family finding used too much as crisis response only</li> <li>• Some positive stories of child returned to mother with supports</li> <li>• Intergenerational evidence of children in care with parents who were in care</li> <li>• PAUSE foundation for mothers is doing good work in UK</li> <li>• Issues with cultural planning and connection to culture in some reviews</li> <li>• Lack of cultural planning activity responsibility with main carer of child – is left to caseworker to do</li> <li>• Critical incidents happen after good work is done with families. Once they are on track, bad things happen again. Need to follow families better</li> <li>• Identification of <u>A</u>aboriginality is an issue</li> <li>• Problems with access to services to support restoration for families</li> <li>• Problem with unrealistic distances to travel to get help for mother who was required to make changes to have child returned, she was deemed as non compliant but could not get to services and back</li> </ul>	
<b>Item 5</b>	<b>EAPS assistance and managing the emotional nature of the Review</b>	<p>Lindsey Feltham</p> <ul style="list-style-type: none"> <li>• EAPS assistance is available for reviewers – <u>includes a phone app (EAP Connect)</u></li> <li>• Don't know what you are going to see and read until its there and it can have profound or personal emotional impact</li> <li>• EAPS is provided through Converge which offers counselling, coaching,</li> </ul>	

		<p>debriefing for issues inside and outside work</p> <ul style="list-style-type: none"> <li>Reviewers can go straight to <b>C</b>onverge don't need to discuss with manager</li> </ul>	
<b>Item 6</b>	<b>Other Business</b>	<p>Braiden Abala</p> <ul style="list-style-type: none"> <li>Move to Burwood is non negotiable, decision of department</li> <li>Will be a better team environment</li> <li>No <b>R</b>reviewer can remain in Ashfield</li> <li>3 <b>R</b>reviewers may go to work from Mt Drutt</li> </ul> <p>Megan now meeting with Reviewers for private conversation.</p> <p>Following this meeting, reviewers can go to Burwood by carpool to see new office location and orientate for the move on Friday or Monday.</p> <p>End of Meeting</p> <p>1:30pm</p>	